2020

GENERAL OPERATING BUDGET

BUDGET HEARING #1
NOVEMBER 4, 2019

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October 28, 2019

Newark City Council
City of Newark, Delaware

2020 GENERAL OPERATING BUDGET MESSAGE

The Honorable Mayor and Members of City Council:

On behalf of the City Manager's office and Finance Departments of the City of Newark, with support from all departmental teams, I am pleased to submit our recommended 2020 General Operating Budget for your consideration and approval. This document represents the City's financial plan for the next fiscal year, considering experience, forecasting efforts, and Council direction. We aligned responsibilities with opportunities to better position our community for the future. As such, the budget ensures the continued provision of high levels of service and identifies the anticipated revenue sources to support our operations. The 2020 budget was developed based on a prioritization of needs for a well-rounded, full-service city, requiring consideration be given to competing infrastructure and community interests. As with recent years, time was devoted in 2019 towards evaluating options for increased operational efficiencies and cost savings.

In preparation of the 2020 budget, we face several structural cost drivers that are creating a particularly difficult budget situation. Some are familiar: rising healthcare costs, unfunded pension liabilities, and post-employment benefit liabilities, but one was new and significant: workers compensation insurance coverage associated with our transition from self-insured to third-party insurance coverage. These three items alone resulted in a year-over-year increase in costs of over $2 million. Absorbing this increase without increasing revenues, raiding reserves, or eliminating services will not be possible. That said, as outlined herein, staff has taken many steps to keep costs low and focus spending in areas outlined as priorities by City Council.

Primary goals of the 2020 General Operating Budget and the associated Capital Improvement Program include continued provision of existing services, maintenance of our existing infrastructure, meeting the needs and expectations of our community, while taking advantage of innovative and/or progressive efforts to plan for the future and move our community forward. Developing meaningful partnerships, embracing efforts for economic development and improving our use of technology and communication with our citizens continue to be a high priority. To reach our goals, we remain committed to increase revenue diversification, look for ways to gradually reduce our reliance on enterprise fund transfers into the General Fund, and utilize the bond market and state revolving loan programs to create a foundation for a more sustainable financial future.

Finally, with significant consideration and effort on the part of all departments, we present the consolidated 2020 Operating Budget and 2020 thru 2024 Capital Improvement Program (CIP). The CIP relies heavily on funding sources outside of the City's reserves and current revenue streams. Seventy-six percent of the funding for the City's capital program is earmarked to be paid with external funding sources. Leveraging grant funds and contributions from state legislators where applicable, we have continued to incorporate borrowing from bank loans and the state revolving loan program into the budget, as approved during the 2018 Referendum. Capital projects have been prioritized with a "fix it first" approach, as keeping our current infrastructure maintained and up to current standards is the backbone of our capital budget. Extending assets' useful lives and the safety of our community are highly regarded in the prioritization process as well, followed by the projects that are an expansion of our existing services or assets and could be considered as nice to haves.

In summary, the core action items of this budget include:

- A 9.3% Tax increase (2.14% to cover Referendum-related projects)
  - Tax rate is based on 1983 taxable assessments provided by New Castle County.
  - Same service levels as provided in 2019.
  - Increased transfer from the utilities to the governmental funds totaling $0.4 million ($16.5 million vs. $16.1 million).

- A 5.8% Water rate increase (1.25% to cover Referendum-related projects).
  - City overall water consumption has remained flat due to conservation and technology advancements, as new buildings today are much more efficient than the structures they have replaced. Weather is also impacting water sales. Its unpredictability makes accurate revenue forecasting difficult, resulting in revenue not meeting its annual requirement to fund water initiatives. This impact is amplified due to Newark's water rate structure which is solely based on consumption. In 2019, staff and City Council began the review of incorporating fixed customer charges into the water bills and impact fees for new development projects. If City Council were to approve the recommended customer charges, water rates would be adjusted downward in order to keep the overall revenue impact zero.
  - The 2020 CIP provides for $5,033,396 of Water Fund projects to be completed utilizing $428,546 in reserves, $75,000 in grants and $4,382,695 in state revolving loan funding. The CIP funding is driven by the large maintenance project proposed at the South Well Field totaling $2,582,695. This project will replace the air stripper used for VOC removal which is at its end of life with a more capable unit that will provide upgraded treatment capability and allow Well 14 to once again be utilized. Mostly all the CIP projects for the water fund are carried over from 2019.

- No utility rate adjustment is proposed for the Stormwater program.
  - $2.4 million annual program to cover the cost of the current stormwater program.

   - Includes a monthly stormwater fee that will be between $2.12 and $6.37 per month for residential customers. Most residential customers will pay $3.54 or less per month. Non-residential customers will pay $3.54 per month per ESU (Equivalent Stormwater Unit). This reflects no change from the 2019 rates.
   - The 2019 CIP provides for $6,543,406 of stormwater projects, including the Rodney project of $5,977,353. The successful referendum in June 2018, allowed the project to move forward, and will be funded almost entirely via a state revolving loan.

- No Electric rate adjustment for 2020
   - The 2020 CIP provides for $1,481,606 of electric projects to be completed utilizing 2020 current year revenue $1,057,716, reserves of $303,890 and other funding totaling $120,000.
   - The City is currently undergoing a rate study, which will be wrapped up in early 2020.

- A Sewer rate increase of 4.7% (0.5% to cover Referendum-related projects)
   - The 2020 CIP provides for $1,000,000 of sewer projects to be completed utilizing $1,000,000 in state revolving loan funding to pay for ongoing sanitary sewer repairs.
   - In 2019, staff and City Council began the review of incorporating fixed customer charges into the sewer bills and impact fees for new development projects. If City Council were to approve the recommended customer charges, sewer rates would be adjusted downward in order to keep the overall revenue impact zero.

In lieu of the proposed tax, sewer and water rate increases, City Council is considering the inception of a refuse fee beginning in 2020.

<u>2020 Budget Process – Discussion of Challenges and Initiatives</u>

The 2020 budget process began late spring, with staff discussing our organizational challenges and initiatives, and the Finance Department updating the presentation templates that were created as part of the 2019 budget process. We have incorporated more data than ever into our Capital Improvement Plan and added a budget meeting with Council in August to reflect the starting point of the 2020 budget, highlighting our revenue shortfalls. Efforts to compile our annual budget has not become easier, however, the earlier start to the budget process and the involvement of City Council earlier in the process, has provided more transparency as to what is included in the budget program. We are confident that the changes made to the budget process, have benefitted all who are involved in the process. Staff is challenged annually with aligning funding for initiatives and services across departments where it provides the most benefit, reducing costs where possible, and continuing to positively impact the character and economic vitality of our community.

Our organization's most valuable resource, our personnel, currently makes up 35.8% of our overall budget costs. Increased personnel costs, including salary and benefit provision adjustments, the recruitment of suitably skilled staff, and the retention of our workforce impacts the budget's bottom line. As a result, the general fund will require regular non-utility revenue enhancements or else we will increase our reliance on utility revenue to cover general fund operations. Currently, the City is in active negotiations with three of our four labor unions; CWA, AFSCME Local 1670, and AFSCME Local 3919 whose contracts expire at the end of this year. All personnel costs (including benefits) are up $1.9

million compared to 2019. This figure further amplifies the importance of pension, healthcare and operational reforms, both those already in place and anticipated in the future. Additionally, our revenues have remained relatively flat outside of the recently approved lodging tax in 2018, while the cost of providing services and meeting the expectations of our community continue to increase.

Many of our growing personnel costs are legacy obligations, like pensions and post-employment benefits, that we have been able to negotiate out of labor contracts. Unfortunately, the funds created to pay these liabilities are not adequately funded to ensure we will be able to meet our existing obligations. Figure 1 below provides the actuarially determined contribution forecast for our pension and other post-employment benefits (OPEB, aka retirement healthcare coverage) expenses. Pension and OPEB costs have been consistently increasing each year as we have reduced our rate of return assumptions and amortization periods down to more realistic and conservative values. For example, our assumed rate of return in both funds is now 6.5%, down from the 7.5% that was assumed earlier this decade. Assuming a lower rate of return results in higher necessary payments but is a more realistic representation of what we are likely to achieve from our investments in the short term. Fortunately, our pension and OPEB costs peak in 2021. This is largely due to the closure of our non-police pension to new hires between 2012 and 2014, depending on labor group. Annual pension and OPEB costs have increased by $1,790,000 (45%) since 2012, so their stabilization will be a welcome relief and a validation of the work of prior administrations to limit the growth of future liabilities.

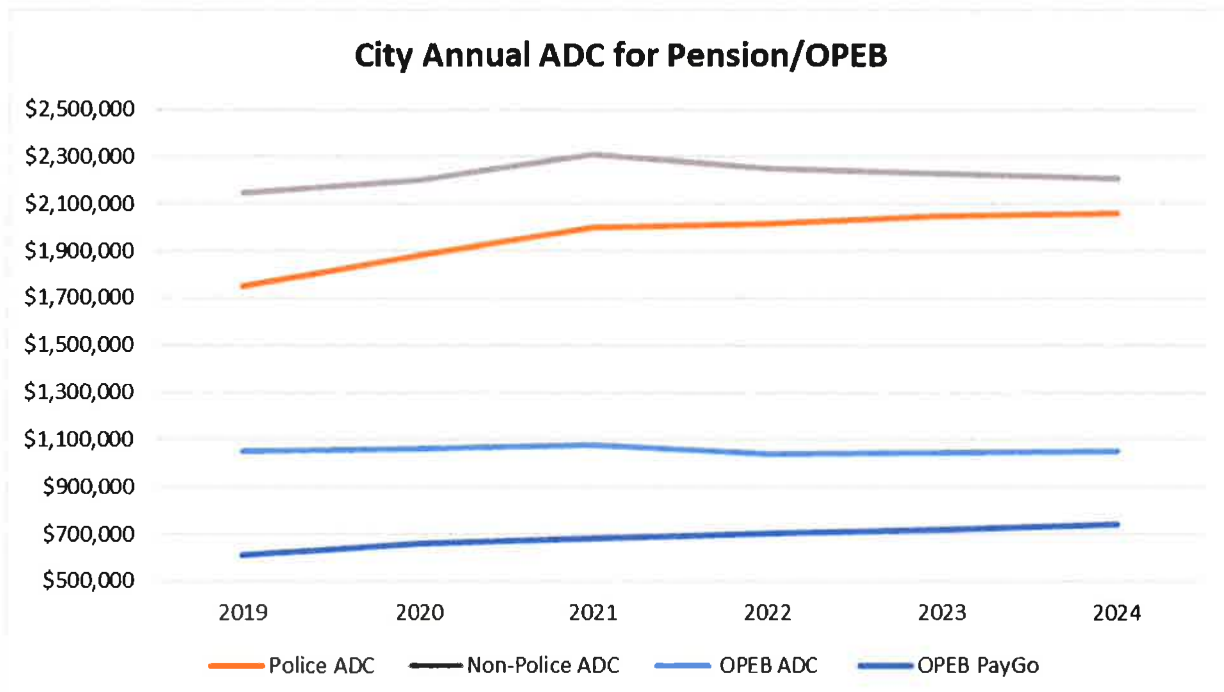

Figure 1: 5 Year Pension Cost Forecast

Budget discussions of recent years have highlighted Newark's admirable utilization of the "pay-as-you-go" method of financing its capital projects. While paying cash for our projects has kept our debt service low, in turn, it has prevented us from adequately funding reserves and tackling larger capital projects to address our aging infrastructure. The positive result from the 2018 referendum provided borrowing authorization for up to $27.6 million in a combination of state revolving loans and bond/loan financing that will allow us to incrementally build our cash reserves back to a level in line with our financial policies. Continuing to strike a balance between "pay-as-you go" and smart borrowing for projects with adequate lifecycle moving forward will allow us to preserve our highly respected AA+ bond rating while adequately meeting the growing capital needs associated with aging infrastructure.

Our tax base and utility revenue will not increase over the short-term at a rate sufficient to fund our community's growing infrastructure maintenance demands. However, proper financing of our debt, accompanied with prudent planning, and sustainable development growth can ensure that both our current and future residents and business owners are paying for services at a rate that is comparable to our surrounding municipalities. The good news is Newark remains a great value!

Smart City initiatives of the past are generating long-term avoided cost savings to the City. During 2015 and 2016, the City replaced nearly 2,000 streetlight fixtures with LED replacements. In September of 2017, Vermont Energy Investment Corporation (VEIC) performed an analysis to determine the project's overall impact and cost-effectiveness (M&V Report). This report confirmed that the City's LED project will produce an annual cost avoidance of $135,000 each year and create an annual savings of 829,000 kwh. The total cost of the project was $575,000, creating a return on investment payback period on the City's outlay of just over four years. For every $1 spent on this project, the City will save $4.20 in avoided costs. The City is currently in the middle of a similar efficiency review of the City Hall and Police Station HVAC systems with our energy service contractor to develop a performance contract that will replace our aging systems. If the savings work out, the performance contract will allow us to pay for the project with savings generated from the lower utility bills associated with the more efficient systems.

Controlling health care expenses is one of the biggest challenges facing both the public and private sector today. The City of Newark, in working in conjunction with its workforce, joined the Delaware Valley Health Trust in 2015. This monumental change allowed the City to continue to provide quality healthcare to its employees, while avoiding annual double-digit premium increases that other government agencies have experienced, through pooling its risk with other municipalities. During this time our annual healthcare costs have increased at a rate approximately half of what we would have experienced otherwise.

Managing our challenges, embracing opportunities, and implementing our visions as those noted above, will continue to require thoughtful preparation regarding what actions are in the best interest of the overall community, both next year and the years ahead.

The 2020 Budget in Summary

The proposed budget for 2020, including the five-year Capital Improvements Program, currently results in a surplus of $381,767. This estimated surplus is divided amongst all funds, with the Stormwater Fund accounting for 92% of the balance ($349,842). If the expenditure budget equals the revenue estimates in 2020 at year-end, these funds would revert to their respective reserve accounts to help grow the City's cash balances. Stormwater surplus can also be used to help pay down principal on the Rodney project loan, which would decrease interest expense over the life of the loan.

Expenditure/Surplus	2019 BUDGET AS AMENDED	2020 BUDGET	$ FROM 2019 BUDGET	% FROM 2019 BUDGET
Operating Budget	$87,934,028	$90,871,879	$2,937,851	3.3%
Capital Budget	$4,026,560	$3,389,560	-$637,000	-15.8%
Debt Service	$2,677,416	$3,000,282	$322,866	12.1%
Net Current Surplus	-$12,103	$381,767	$393,870	-3254.3%
Total	**$94,625,901**	**$97,643,488**	**$3,017,587**	**3.2%**

Major components of the consolidated budget are reflected as follows:

Operating expenditures are expected to increase by 3.2%, while net capital expenditures (capital budget) and debt service combine for a decrease of $0.3M or 4.7%. Newark's core Operating, Capital and Debt Service spending (excluding the unappropriated surplus) is $2.6 million, or 2.8% higher in 2020 versus the 2019 budget, due primarily to the cost of personnel expenses and electric purchases.

The net Capital Budget of $3.4 million consists primarily of:

- Electric: $1,057,716 – new lines and services (E1901), new substation (E2002), line extension at the UD Farm (E1805), relay replacements at the Kershaw substation (E1807), voltage upgrade for North College Avenue (E1808), circuit breaker replacements (E1602), SCADA projects (E0503) to improve reliability, and vehicle replacements (including one electric vehicle).

- Stormwater: $516,053 – storm drainage improvements, stormwater quality improvements, and the purchase of one electric vehicle.

- Streets: $494,903 – to be utilized to maintain the City's roadways and for the Newark Transportation Plan implementation (H1503). Total funding for the Street program is $1.3 million for 2019.

- Parks and Recreation: $513,000 – reflects $387,000 in match funding for the Charles Emerson Bicycle/Pedestrian Bridge (K1601), funding for the Lumbrook Park Pavilion (K1704), trackloader/mini-skid steerer (K2005), and funding for facilities accessibility (K2004). As of this writing, an additional grant has been secured for K1601, which will lowered the current resources needed to fund the bridge project by $200,000.

- Police: $400,232 – police firearms range (C2001), body worn cameras (C1904), mobile video recording (C1902), and vehicle replacements.

2020 Budgeted Operating Expenses by Function

Total operating expenses are recommended to be $90.9 million for 2020, or a $2.9 million increase over 2019. The table below highlights the City's 2020 budgeted operating expenses:

	2019 BUDGET AS AMENDED	2020 BUDGET	$ FROM 2019 BUDGET	% FROM 2019 BUDGET
Personnel Services	$33,291,716	$35,185,316	$1,893,600	5.7%
Utility Purchases	$38,856,932	$39,791,833	$934,901	2.4%
Materials and Supplies	$2,512,559	$2,478,823	-$33,736	-1.3%
Contractual Services	$10,088,111	$10,664,150	$576,039	5.7%
Equipment Depreciation	$1,665,978	$1,524,265	-$141,713	-8.5%
Other Expenses	$1,518,732	$1,227,492	-$291,240	-19.2%
Total	**$87,934,028**	**$90,871,879**	**$2,937,851**	**3.3%**

Personnel Services - Personnel expenses are increasing by $1.9 million, or 5.7% in 2020. This growth reflects our increased obligation to fund our OPEB liability ($280,000), covers the estimated increased cost to fund our annual pension contribution ($600,000), and reflects increased health care expenses ($393,000). The City is also negotiating with three unions that have contracts expiring the end of 2019.

Included in the $35.2 million in personnel services are funding for the City's pension plan ($4.1 million). The Pension plan has been closed since 2014 to new hires, except for the City's police officers. In addition, the City will be contributing nearly $1.7 million towards its OPEB obligations in 2020.

Utility Purchases - Utility purchases, which include the cost of electric purchases from DEMEC ($34.2 million) and sewer purchases from New Castle County ($5.6 million), are anticipated to be $39.8 million. This figure includes the assumption of the City purchasing renewable energy credits in order to increase our green energy portfolio from 17% to 50%, based on previous Council direction. Utility purchases also includes sewer treatment expenses from New Castle County. Should New Castle County choose to raise rates, we would need to perform a mid-year rate adjustment to pass these costs along to our sewer customers or else we will run a deficit for the year.

Materials & Supplies - The materials and supplies lines have decreased by 1.3% due primarily to reductions made in the Information Technology budget.

Contractual Services - Contractual Services increased by $576K, or 5.7%. Increase is due primarily to the City's enrollment in the worker's compensation program. Insurance premiums for this program are $850,000 as the City was previously self-insured for workers compensation.

Equipment Depreciation - Equipment depreciation (a non-cash, formula driven expense) decreased by 8.5% versus 2019. This expense continues to supplement the funding our future large equipment purchases.

Other Expenses - Other Expenses decreased $291K. This is due to the removal of the parking voucher program ($245,000).

Budget by Department/Division - The budget changes by department/division are reflected on the table below. Rising police costs, utility purchases and electric and water department operations are contributing towards 85% of our annual budget increase from 2019.

DEPARTMENT/DIVISION	2019 BUDGET AS AMENDED	2020 BUDGET	$ FROM 2019 BUDGET	% FROM 2019 BUDGET
Electric Department	$7,207,954	$7,398,640	$190,686	2.6%
Water Department	$4,574,349	$4,773,248	$198,899	4.3%
Sewer Department	$1,104,702	$1,093,212	-$11,490	-1.0%
Stormwater Utility	$1,354,400	$1,455,790	$101,390	7.5%
Utility Purchases	$38,856,932	$39,791,833	$934,901	2.4%
Refuse Division	$2,218,718	$2,271,557	$52,839	2.4%
Street Division	$1,642,706	$1,680,496	$37,790	2.3%
Fleet Maintenance Division	$1,456,501	$1,471,119	$14,618	1.0%
Engineering Division	$1,056,049	$1,108,089	$52,040	4.9%
Code Enforcement Division	$1,480,775	$1,620,322	$139,547	9.4%
Police Department	$14,772,843	$15,823,387	$1,050,544	7.1%
Finance Department	$280,804	$274,846	-$5,958	-2.1%
Planning Department	$1,111,809	$980,668	-$131,141	-11.8%
Municipal Parking	$2,363,197	$2,102,721	-$260,476	-11.0%
Facilities Maintenance Division	$781,624	$826,637	$45,013	5.8%
Administration Department	$1,215,770	$1,211,738	-$4,032	-0.3%
Information Technology Division	$0	$0	$0	n/a
Legislative Department	$1,190,717	$1,251,485	$60,768	5.1%
Alderman's Court	$533,016	$547,053	$14,037	2.6%
Parks and Recreation Department	$3,577,522	$3,811,037	$233,515	6.5%
Community Development (Operating)	$248,548	$248,148	-$400	-0.2%
Law Enforcement Fund	$242,828	$335,286	$92,458	38.1%
Special Parks Fund	$50,075	$35,096	-$14,979	-29.9%
Unicity Transportation Fund	$264,089	$280,269	$16,180	6.1%
Self-Insurance Fund	$230,000	$230,000	$0	0.0%
OPEB Fund Expenses	$625,000	$662,300	$37,300	6.0%
Less: Inter-Dept. Electric Sales	-$506,900	-$413,100	$93,800	-18.5%
TOTAL OPERATING EXPENDITURES	**$87,934,028**	**$90,871,877**	**$2,937,849**	**3.3%**

Revenue Highlights

City wide operating revenues of $97.3 million in 2020 are expected to be above 2019 budgeted revenue by 3.2%. Utility sales, which consists of electric, water, sewer and stormwater fees are responsible for half of the net increase, with that increase being dependent on approval of rates as proposed. Declining consumption, along with unpredictable weather, has resulted in a continuation of the lower revenue forecasts included in the 2019 budget again this year for 2020. Taxable assessments grew in 2019 primarily due to commercial growth, but also countered somewhat with UD's takeover of the University Courtyard Apartments. While 2018 and 2019 were banner years for real estate transfer tax, we do not have reason to believe 2020 will perform similarly so we modestly increased the anticipated RTT revenue by $50,000 to $1,600,000. Most growth in electric sales is derived from the STAR Campus, with 8 of 10 floors currently occupied in the STAR Tower, Chemours beginning to occupy as of October 2019, an BPI planned for increasing occupancy throughout 2020. Most growth elsewhere in the City only provides minor revenue increases as redevelopment results in more efficient buildings.

REVENUE SOURCE	2019 BUDGET AS AMENDED	2020 BUDGET	$ FROM 2019 BUDGET	% FROM 2019 BUDGET
Utility Revenue				
Electric	$ 53,000,369	$ 54,131,287	$ 1,130,918	2.1%
Water	$ 9,680,600	$ 9,795,600	115,000	1.2%
Sewer	$ 7,654,150	$ 7,831,046	176,896	2.3%
Stormwater	$ 2,281,600	$ 2,373,000	91,400	4.0%
Total Utility Revenue	**$ 72,616,719**	**$ 74,130,933**	**$ 1,514,214**	**2.1%**
Realty Transfer Tax	$ 1,550,000	$ 1,600,000	$ 50,000	3.2%
Property Tax	$ 6,800,000	$ 7,329,000	529,000	7.8%
Penalties	$ 35,000	$ 36,000	1,000	2.9%
Franchise Tax	$ 472,015	$ 475,000	2,985	0.6%
Lodging Tax	$ 675,000	$ 750,000	75,000	11.1%
Total Tax Revenue	**$ 9,532,015**	**$ 10,190,000**	**$ 657,985**	**6.9%**
Fees for Service				
Fines	$ 1,852,000	$ 2,102,715	$ 250,715	13.5%
Business License Fees	$ 125,000	$ 175,000	50,000	40.0%
Permits and Licenses	$ 2,240,500	$ 2,303,355	62,855	2.8%
Park Fees	$ 621,600	$ 671,600	50,000	8.0%
Commercial Refuse & Transfer Station	$ 20,000	$ 20,000	-	0.0%
Parking Lots	$ 1,825,000	$ 600,000	(1,225,000)	-67.1%
Multi-Space Parking	N/A	$ 1,713,000	1,713,000	N/A
Parking Meters	$ 1,211,500	$ 480,000	(731,500)	-60.4%
Internal Service	$ 2,230,240	$ 2,311,180	80,940	3.6%
Total Fees for Service	**$ 10,125,840**	**$ 10,376,850**	**$ 251,010**	**2.5%**
Intergovernmental Revenue				
Subventions	$ 515,700	$ 525,575	$ 9,875	1.9%
Local School District	$ 79,900	$ 85,600	5,700	7.1%
Unicity Bus	$ 143,380	$ 143,380	-	0.0%
Community Development Block Grants	$ 247,300	$ 270,000	22,700	9.2%
Law Enforcement Grants - Special Fund	$ 326,367	$ 331,650	5,283	1.6%
Miscellaneous Grants and Donations	$ 48,400	$ 44,300	(4,100)	-8.5%
Total Intergovernmental Revenue	**$ 1,361,047**	**$ 1,400,505**	**$ 39,458**	**2.9%**
Other Revenue				
Interest Received	$ 387,000	$ 581,475	$ 194,475	50.3%
Miscellaneous	$ 305,080	$ 336,655	31,575	10.3%
Reimbursable Overtime	$ 210,800	$ 244,500	33,700	16.0%
Assessments	$ 7,400	$ 12,570	5,170	69.9%
Total Other Revenue	**$ 910,280**	**$ 1,175,200**	**$ 264,920**	**29.1%**
TOTAL OPERATING REVENUE	**$ 94,545,901**	**$ 97,273,488**	**$ 2,727,587**	**2.9%**

Advancements in technology and the City's commitment to preserving our natural resources for our current and future residents have presented challenges in the stability of the revenue needed to operate our utilities. To properly charge for electric, sewer and water services, we must begin to shift our fee structure from the antiquated consumption model to a fee structure that considers the fixed costs of each utility through the utilization of a customer charge. The City, like other utilities, must cover expenses for its infrastructure, but cannot consistently count on customer demand to cover its annual revenue requirements because much of our costs are fixed and occur whether or not customers utilize our services. Best practices in utility management suggest frequent reviews of our billing structure with adjustments as necessary to keep each utility financially stable while avoiding cross-subsidization of customer classes. The 2020 budget does include customer service charges for water and sewer, but does not include an adjustment to electric. An electric cost of service rate study is currently underway and will include a rate design phase once the cost of service analysis is complete. The City must remain proactive to ensure that the City's fees for service are covering the costs to provide them equitably to all our customers.

The 2020 through 2024 Capital Improvements Program

The 2020 portion of the proposed five-year Capital Improvement Program exhibits gross expenditures of $20.8 million. Reserve funding, grant funding, vehicle equipment replacement funds, a bond issue, state revolving loan, and other sources are proposed for the program. The use of capital reserves and equipment replacement reserves is a routine practice for projects that were authorized and encumbered in previous periods. Grant funding is likewise a fundamental goal and remains a recurring and successful funding mechanism for Newark.

Funding for the 2020 CIP is proposed on the table labeled "2020 CIP Funding Sources." The Net Capital Improvement total of $3,389,560 will be funded in 2020 through current year revenue, which includes property taxes, utility rates, stormwater fees and other current sources of revenues.

2020 CIP Funding Sources		
Capital Improvements		**$20,813,665**
Funding Sources:	***%***	***$***
Use of Reserves	3.1%	-$654,726
Equipment Funding	3.5%	-$730,778
Grants	10.7%	-$2,221,076
Bond Issues	3.7%	-$767,947
State Revolving Loan	54.6%	-$11,360,048
Other Sources	8.1%	-$1,689,530
CIP Funded Through Current Resources:	**16.3%**	**-$3,389,560**

Similar to 2018 and 2019, borrowing is included in the 2020 Capital Plan. It should be noted that any type of borrowing or funding partnership planned in future years will result in ongoing debt service expenditures and/or other operating costs which, when layered into future operating budgets, will result in reduced levels of then-current resources available for "pay-as-you-go" financing of capital projects. There is a need to address the greater level of critical infrastructure projects than current resources and reserves in 2020 will permit.

Expenditures		
Electric Fund	7.1%	1,481,606
Water Fund	24.2%	5,033,396
Sewer Fund	4.8%	1,000,000
Stormwater Fund	31.4%	6,543,406
Public Works - General Fund	8.6%	1,797,448
Public Works - Maintenance Fund	5.9%	1,228,000
Police Department	2.9%	605,964
Parks & Recreation Department	12.1%	2,512,954
	0.0%	
Parking Fund	1.6%	343,391
Information Technology Division	1.2%	247,500
Other Departments	0.1%	20,000
Gross Capital Expenditures	**100.0%**	**20,813,665**

This need can be met through the responsible, systematic utilization of funding in a way that strikes a balance between accomplishing immediate needs and encumbering future operating costs. Capital projects earmarked to be funded via the state revolving loan program or a bond issue, will move forward due to the referendum passing in 2018 to secure funding for these projects.

The table "Expenditures" exhibits planned capital spending by department in 2020. The majority of our gross capital expenditures consist of infrastructure; which are electric, water, sewer, stormwater and street projects.

Fund by Fund Commentary

General Fund

The General Fund is used to provide typical municipal services such as public safety, planning, administration, parks and recreation, streets and public works functions. Newark's General Fund remains highly dependent on transfers from the Enterprise/Utility Funds to maintain a positive fund balance and maintain the level of services offered in our community. This is further highlighted by the fact that property tax revenues (including tax penalties and franchise fees) make up only 7.8% of our operating revenues in 2020. While in recent years we have limited the level of our transfers in association with our Financial Policies and more pointedly by our acceptance of a Memorandum of Understanding (MOU) with then-Governor Markell's administration, efforts to self-motivate and monitor a sustainable level of transfers in the future along with additional revenue diversifications are challenges and must remain a priority. It is important to recognize that absent these transfers, the Governmental Funds (including the Street Division), would experience operating deficits over $16.5 million in 2020, or require a tax increase of 238% to account for the total loss of margin transfers and maintain current service levels. For comparison purposes, the City would need to add 30,856 new additional residences just to collect $16.5 million in new tax revenue based on the City's median assessed value of a residential property. This is merely an academic comparison, however, as new residential properties would also result in increased demand for services and, accordingly, increased costs that would likely more than negate the increased tax revenue. Development in a form that uses less in services and infrastructure than the tax generated is key to making a dent in our general fund deficit. This is generally achieved via dense, mixed-use development located proximate to jobs and the downtown, although there is no magic formula.

An additional reason to continue to focus on decreasing our reliance on utility transfers is the risk to revenues is associated to the increased penetration of privately-owned distributed energy resources, like rooftop solar, in our utility system, as well as the impact of conservation. Both items have positive environmental and social impacts, but Newark is already feeling the impact of both on its utility sales and margins. Transfers from the water fund have been increasing in recent years, absorbing the majority of the additional revenue raised by significant rate increases dating back to 2011. Dialing back on our dependency would provide future benefits by leaving more revenue in our utility funds that are facing an infrastructure replacement tsunami as the majority of our distribution infrastructure like pipes and wires installed mid-century reach the end of their useful life over the next 15 or so years.

Other Governmental Funds

Other governmental funds include the Capital Projects Fund, Debt Service Fund and the Special Revenue Funds. All capital projects associated with the General Fund are budgeted and accounted for in the Capital Projects Fund. The Debt Service Fund is used to account for debt associated with the General Fund. The Special Revenue Funds are supported mainly by grant funds.

Enterprise Funds

The Enterprise Funds are comprised of the Electric, Water, Sewer, Stormwater and Parking Funds. These funds are intended to be self-supporting and contribute to the Governmental Funds via operating margin transfers (except for Stormwater). City Council's passing of the Stormwater Utility mandates that no funds are to be transferred from it to support general fund operations. (Bill 17-43)

The Electric Fund is projected to generate a $11.7 million surplus before transfers and capital expenditures in 2020. The 2020 projected transfer of $11.7 million is $471K more than the 2019 transfer, and $1.7 million more than the 2012 transfer pursuant to the MOU executed with the Governor's office in 2012. In 2012 through 2017, electric rates were adjusted downward and managed through the Revenue Stabilization Adjustment (RSA) in association with falling wholesale power supply costs. Wholesale power supply costs are expected to remain unchanged from 2019, as the price of natural gas is continuing to favorably impact what we pay for electric. However, some of these savings are being absorbed by rising transmission costs. The RSA adjustment in 2020 is expected to continue to provide the opportunity to rebate customer accounts as a result of the overall projected over-collection in 2019. There is no electric rate increase proposed for 2020.

The Water Fund is projected to achieve a margin of $3.2 million in 2020, which will be sufficient to provide $3.2 million to be transferred to the governmental funds. The majority of capital spending in 2020 is anticipated to be paid via a state revolving loan ($4.4M), as approved in the June 2018 referendum. A water fee increase of 5.8% is proposed for 2020.

The Sewer Fund operating margin is expected to reach $1.1 million in 2020. New Castle County has advised that treatment rates will remain unchanged though June of 2020. The 2019 projected transfer of $1.1 million to the General Fund is $100K less than 2019. A sewer fee of increase of 4.7% is proposed for 2020.

The Parking Fund revenue is expected to generate $2.8 million in 2020, which a decline of $200K when compared to 2019, of which $495,000 is available to be transferred to the General Fund to support municipal services.

The Stormwater Fund is anticipated to generate $2.4 million from stormwater fees. All revenue from the utility stays within the fund and is utilized to cover the costs to maintain the current stormwater program. The continuation of the Rodney stormwater is the primary capital project, and is estimated to be completed by the end of 2020.

Moving Forward

Efforts to improve the opportunity for citizens to manage utility consumption and associated costs with smart technology, and to equitably align utility costs across users will be of great importance as we compete for new residents and businesses. Furthermore, it would be prudent whenever feasible, for future budget cycles to feature inflation-indexed tax increases, and fixed or reduced utility revenue transfers. However, as demonstrated by next year's revenue and expense budget projections, even with our continued efforts to embrace efficiencies and work smarter, costs continue to outpace our revenues. It remains clear that our organization and community will continue to be challenged to balance our commitment to our existing service levels without the need for higher, more diversified revenues. The addition of the Hotel Lodging Tax, effective as of December 2018, was a positive step for Newark to diversify revenue that supports our general fund, and the City strives to find new sources of revenue to ensure all are paying their fair share of City services.

Budget Presentation

The 2020 Budget document is arranged to comply with generally accepted accounting principles. Each operating budget is assigned to a fund group. The order in which they appear is Consolidated, General Fund, Other Governmental Funds, Enterprise Funds, and other miscellaneous funds. As in the past, consolidated revenue and expenditure summaries are presented in the front of the document, and each operating budget includes tables, statistics and annual reports for its individual department or division. The following schedule for processing the 2020 Budget is proposed to meet the requirements of the City Charter:

Presentation to Council:

- Budget Document and Budget Message – October 30, 2019
- Public Hearing/Possible Budget Adoption – November 4, 2019
- Contingency Date - Public Hearing/Budget Adoption – November 18, 2019 (if needed)
- Revenue Ordinances – December 9th, 2019

The preparation and compilation of the 2020 General Operating Budget and its accompanying Capital Program was the result of much hard work, research, and prioritization of all our departments. The Finance Department under the leadership of Finance Director David Del Grande, Deputy Finance Director Jill Hollander, Accountants Jim Smith and Debi Keeley, and Trevor Miller worked diligently in coordinating all stages of this document's development. Likewise, our Department Directors should be commended for thoroughly evaluating their needs, considering opportunities and responding to timelines and funding limitations.

I look forward to continuing the many efforts already underway, and yet to be proposed, along with our staff to move our organization forward and take advantage of opportunities for improvement. Lastly, I thank you for your dedication to Newark and ask that you continue to show your support of the hard work of our many employees on behalf of our community. Your commitment of time, skills, and interest in doing the right thing on behalf of our citizens, businesses and visitors will be greatly appreciated as we move into the New Year.

Respectfully submitted,

Thomas Coleman
City Manager

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CITY OF NEWARK, DELAWARE
2020 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
SUMMARY OF REVENUE AND EXPENSES

	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET	% FROM 2019 BUDGET
Revenue/Other Funding Sources							
Utility Sales (1)	$ 28,182,751	$ 69,435,839	$ 68,875,796	$ 71,039,082	$ 72,616,719	$ 75,109,808	3.4%
Real Estate and Other Taxes	8,331,220	8,176,877	8,613,322	9,770,921	9,532,015	10,190,000	6.9%
Fees for Service	6,324,791	6,776,562	9,415,623	18,825,495	10,125,840	10,376,850	2.5%
Intergovernmental Revenue	1,402,529	1,774,658	1,501,545	1,676,924	1,361,047	1,400,505	2.9%
Other Revenue	963,288	1,166,747	1,164,084	1,082,810	910,280	1,175,200	29.1%
Appropriation of Prior Year Reserves					80,000	350,000	337.5%
Total Operating Revenue	$ 45,204,579	$ 87,330,683	$ 89,570,370	$ 102,395,232	$ 94,625,901	$ 98,602,363	4.2%
Expenditures							
Personnel Services	$ 26,955,861	$ 28,923,301	$ 30,949,834	$ 32,723,274	$ 33,291,716	$ 35,185,316	5.7%
Utility Purchases (1)	-	39,750,885	38,338,621	38,266,885	38,856,932	40,574,933	4.4%
Materials and Supplies	2,078,695	1,879,831	2,125,197	2,202,773	2,512,559	2,478,823	-1.3%
Contractual Services	6,531,300	6,401,961	8,378,034	20,401,753	10,088,111	10,664,150	5.7%
Equipment Depreciation	1,191,220	1,297,402	1,424,975	1,355,547	1,665,978	1,524,265	-8.5%
Other Expenses	603,294	399,328	774,179	647,799	1,518,732	1,227,492	-19.2%
Total Operating Expenses	$ 37,360,370	$ 78,652,708	$ 81,990,840	$ 95,598,031	$ 87,934,028	$ 91,654,979	4.2%
Capital Improvements							
Gross Capital Improvements	$ 10,404,345	$ 11,525,667	$ 11,234,899	$ 9,629,999	$ 20,209,389	$ 20,813,665	3.0%
Less: Use of Reserves	(2,779,553)	(4,609,575)	(6,499,164)	(4,970,123)	(1,363,330)	(654,726)	-52.0%
Equipment Replacement	(714,607)	(1,759,720)	(1,101,509)	(1,157,711)	(1,001,105)	(730,778)	-27.0%
Grants	(1,450,610)	(805,263)	(860,464)	(728,043)	(1,825,744)	(2,021,076)	10.7%
Bond Issues	-	-	-	-	(680,650)	(767,947)	12.8%
State Revolving Loan	-	-	-	-	(10,625,000)	(11,360,048)	6.9%
Other Sources	-	(642,599)	-	(444,910)	(687,000)	(1,689,530)	145.9%
Net Capital Improvements	$ 5,459,575	$ 3,708,510	$ 2,773,762	$ 2,329,212	$ 4,026,560	$ 3,589,560	-10.9%
Debt Service	$ 2,345,791	$ 2,374,441	$ 2,383,459	$ 2,383,698	$ 2,677,416	$ 3,000,282	12.1%
Net Current Surplus	38,843	2,595,024	2,422,309	2,084,291	(12,103)	357,542	-3054.2%
TOTAL EXPENDITURES AND SURPLUS	**$ 45,204,579**	**$ 87,330,683**	**$ 89,570,370**	**$ 102,395,232**	**$ 94,625,901**	**$ 98,602,363**	**4.2%**
Property Tax Rate per $100.00 of assessed value	$ 0.6961	$ 0.7065	$ 0.7737	$ 0.7737	$ 0.8047	$ 0.8795	9.3%

(1) Prior to 2016, the purchase of electricity, water, and sewer treatment services were rolled into the utility sales revenue amount.

CITY OF NEWARK, DELAWARE
2020 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
OPERATING REVENUES

	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET	% FROM 2019 BUDGET
Utility Revenue							
Electric	$ 52,915,168	$ 52,906,964	$ 52,467,534	$ 52,401,966	$ 53,000,369	$ 55,110,162	4.0%
Water	8,847,751	9,355,106	9,366,826	9,395,673	9,680,600	9,795,600	1.2%
Sewer	6,709,485	7,173,769	7,041,436	7,213,727	7,654,150	7,831,046	2.3%
Stormwater [2]	N/A	N/A	N/A	2,027,716	2,281,600	2,373,000	4.0%
Total Revenue	$ 68,472,404	$ 69,435,839	$ 68,875,796	$ 71,039,082	$ 72,616,719	$ 75,109,808	3.4%
Less: Utilities Purchased [1]	40,289,653	N/A	N/A	N/A	N/A	N/A	0.0%
Total Gross Utility Margin	**$ 28,182,751**	**$ 69,435,839**	**$ 68,875,796**	**$ 71,039,082**	**$ 72,616,719**	**$ 75,109,808**	**3.4%**
Tax Revenue							
Realty Transfer Tax	$ 2,074,082	$ 1,430,654	$ 1,584,426	$ 2,365,285	$ 1,550,000	$ 1,600,000	3.2%
Property Tax	5,759,878	6,217,952	6,501,354	6,629,314	6,800,000	7,329,000	7.8%
Penalties	34,892	46,053	56,086	100,479	35,000	36,000	2.9%
Franchise Tax	462,368	482,218	471,456	628,907	472,015	475,000	0.6%
Lodging Tax [3]	N/A	N/A	N/A	46,936	675,000	750,000	100.0%
Total	**$ 8,331,220**	**$ 8,176,877**	**$ 8,613,322**	**$ 9,770,921**	**$ 9,532,015**	**$ 10,190,000**	**6.9%**
Fees for Service							
Fines	$ 1,497,795	$ 1,706,239	$ 1,847,537	$ 1,998,139	$ 1,852,000	$ 2,102,715	13.5%
Business License Fees	124,791	123,908	171,731	175,551	125,000	175,000	40.0%
Permits and Licenses	1,405,038	1,547,981	2,066,548	2,939,499	2,240,500	2,303,355	2.8%
Park Fees	606,334	647,170	661,108	699,022	621,600	671,600	8.0%
Commercial Refuse & Transfer Sta.	7,613	8,687	20,564	17,804	20,000	20,000	0.0%
Parking Lots	1,443,563	1,423,184	1,531,377	1,580,192	1,825,000	600,000	-67.1%
Multi-Space Parking	N/A	N/A	N/A	N/A	N/A	1,713,000	100.0%
Parking Meters	1,239,657	1,319,393	1,363,301	1,336,541	1,211,500	480,000	-60.4%
Internal Service [3]	N/A	N/A	1,753,457	10,078,747	2,230,240	2,311,180	3.6%
Total	**$ 6,324,791**	**$ 6,776,562**	**$ 9,415,623**	**$ 18,825,495**	**$ 10,125,840**	**$ 10,376,850**	**2.5%**

(Operating revenue detail is continued on the following page)

CITY OF NEWARK, DELAWARE
2020 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
OPERATING REVENUES (CONTINUED)

	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET	% FROM 2019 BUDGET
Intergovernmental Revenue							
Subventions	$ 528,953	$ 516,149	$ 523,331	$ 530,658	$ 515,700	$ 525,575	1.9%
Local School District	65,600	68,050	70,750	75,900	79,900	85,600	7.1%
Unicity Bus	143,380	143,380	143,380	143,380	143,380	143,380	0.0%
Community Development Block Grants [4]	302,728	198,938	207,971	233,048	247,300	270,000	9.2%
Law Enforcement Grants - Special Fund	300,117	603,058	347,802	578,402	326,367	331,650	1.6%
Miscellaneous Grants and Donations	61,751	245,083	208,311	115,536	48,400	44,300	-8.5%
Total	**$ 1,402,529**	**$ 1,774,658**	**$ 1,501,545**	**$ 1,676,924**	**$ 1,361,047**	**$ 1,400,505**	**2.9%**
Other Revenue							
Interest Received	$ 241,183	$ 340,179	$ 341,640	$ 432,187	$ 387,000	$ 581,475	50.3%
Miscellaneous	493,681	606,017	614,743	313,844	305,080	336,655	10.3%
Reimbursable Overtime	219,574	213,271	199,396	321,082	210,800	244,500	16.0%
Assessments	8,850	7,280	8,305	15,697	7,400	12,570	69.9%
Total	**$ 963,288**	**$ 1,166,747**	**$ 1,164,084**	**$ 1,082,810**	**$ 910,280**	**$ 1,175,200**	**29.1%**
Appropriation of Prior Year Reserves							
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ 80,000**	**$ 350,000**	**337.5%**
TOTAL OPERATING REVENUE	**$ 45,204,579**	**$ 87,330,683**	**$ 89,570,370**	**$ 102,395,232**	**$ 94,625,901**	**$ 98,602,363**	**4.2%**

[1] As of 2016, budgeted as expenditure

[2] Stormwater Utility separated from the Water Utility in 2018

[3] New revenue line added in 2019

[4] CDBG revenues do not include grants for capital costs

CITY OF NEWARK, DELAWARE
2020 CONSOLIDATED BUDGET SUMMARY - ALL FUNDS
OPERATING EXPENDITURES

	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET	% FROM 2019 BUDGET
Electric Department	$ 5,370,433	$ 5,530,395	$ 6,034,614	$ 6,956,060	$ 7,207,954	$ 7,398,640	2.6%
Water Department	4,551,886	4,830,030	4,317,279	4,071,650	4,574,349	4,773,248	4.3%
Sewer Department	832,198	908,721	1,102,107	1,018,479	1,104,702	1,093,212	-1.0%
Stormwater Utility	-	-	791,681	1,461,159	1,354,400	1,455,790	7.5%
Utility Purchases	N/A	39,750,885	38,338,621	38,266,885	38,856,932	40,574,933	4.4%
Refuse Division	1,953,651	1,939,656	2,009,009	2,324,368	2,218,718	2,271,557	2.4%
Street Division	1,901,307	1,842,638	1,681,946	1,891,224	1,642,706	1,680,496	2.3%
Fleet Maintenance Division	-	-	1,288,067	1,438,513	1,456,501	1,471,119	1.0%
Engineering Division	815,885	870,650	984,205	1,049,134	1,056,049	1,108,089	4.9%
Code Enforcement Division	1,418,098	1,287,776	1,389,724	1,534,562	1,480,775	1,620,322	9.4%
Police Department	11,934,405	12,461,083	13,468,533	15,608,722	14,772,843	15,823,389	7.1%
Finance Department	242,960	259,577	302,088	318,360	280,804	274,846	-2.1%
Planning Department	786,112	751,973	533,970	649,337	1,111,809	980,668	-11.8%
Municipal Parking	1,544,527	1,682,511	1,961,798	2,164,089	2,363,197	2,102,721	-11.0%
Facilities Maintenance Division	-	-	465,390	4,690,524	781,624	826,637	5.8%
Administration Department	911,330	1,178,781	1,161,924	1,108,029	1,215,770	1,211,738	-0.3%
Legislative Department	1,285,065	1,275,867	1,096,704	1,326,933	1,190,717	1,251,485	5.1%
Alderman's Court	444,749	492,287	504,845	607,255	533,016	547,053	2.6%
Parks and Recreation Department	2,881,154	3,005,116	3,148,166	4,107,862	3,577,522	3,811,037	6.5%
Community Development (Operating)	238,751	204,936	152,971	225,659	248,548	248,148	-0.2%
Law Enforcement Fund	320,466	297,524	323,864	289,090	242,828	335,286	38.1%
Special Parks Fund	15,783	24,953	55,235	18,404	50,075	35,096	-29.9%
Downtown Newark Partnership Fund	94,328	51,279	45,984	31,850	-	-	0.0%
Unicity Transportation Fund	-	-	282,211	286,884	264,089	280,269	6.1%
Self-Insurance Fund	174,765	227,995	482,519	4,017,402	230,000	230,000	0.0%
OPEB Fund Expenses	411,719	511,875	622,785	643,697	625,000	662,300	6.0%
Less: Inter-Dept. Electric Sales	(769,202)	(733,800)	(555,400)	(508,100)	(506,900)	(413,100)	-18.5%
TOTAL OPERATING EXPENDITURES	**$ 37,360,370**	**$ 78,652,708**	**$ 81,990,840**	**$ 95,598,031**	**$ 87,934,028**	**$ 91,654,979**	**4.2%**

CITY OF NEWARK, DELAWARE
2020 CONSOLIDATED BUDGET SUMMARY
TOTALS FOR FUND TYPES

	GENERAL FUND	OTHER GOVERNMENTAL FUNDS	ENTERPRISE FUNDS	OTHER FUNDS	TOTALS
Projected Fund Balance - January 1, 2019	$ 4,311,581	$ 2,983,191	$ 81,081,460	$ 1,327,551	$ 89,703,783
Revenue					
Utility Sales	$ -	$ -	$ 74,467,968	$ -	$ 74,467,968
Utility Other Service Revenue	-	-	641,840	-	641,840
Utilities Contributions	$ -	$ -	$ 75,109,808	$ -	$ 75,109,808
Tax Revenue & Emergency Communication Fees	10,190,000	-	-	-	10,190,000
Fees for Service	5,155,315	-	2,910,355	2,311,180	10,376,850
Intergovernmental Revenue	627,275	773,230	-	-	1,400,505
Other Revenue	671,120	54,900	438,180	11,000	1,175,200
Appropriation of Prior Year Reserves	350,000	-	-	-	350,000
Total Operating Revenue	$ 16,993,710	$ 828,130	$ 78,458,343	$ 2,322,180	$ 98,602,363
Expenditures					
Personnel Services	$ 25,181,552	$ 185,024	$ 8,317,966	$ 1,500,774	$ 35,185,316
Utility Purchases	-	-	40,574,933	-	40,574,933
Materials and Supplies	778,159	187,162	822,852	690,650	2,478,823
Contractual Services	5,773,990	477,357	3,719,068	693,735	10,664,150
Equipment Depreciation	1,015,375	19,256	451,455	38,179	1,524,265
Other Expenses	452,306	30,000	577,761	167,425	1,227,492
Inter-Dept Charges	(2,620,702)	-	2,521,409	99,293	-
Total Operating Expenses	$ 30,580,680	$ 898,799	$ 56,985,444	$ 3,190,056	$ 91,654,979
Capital Improvements					
Gross Capital Improvements	$ -	$ 5,183,866	$ 14,401,799	$ 1,228,000	$ 20,813,665
Less: Addition (Use) of Reserves	-	(287,259)	(367,467)	-	(654,726)
Equipment Replacement	-	(223,430)	(507,348)	-	(730,778)
Grants	-	(1,905,743)	(100,333)	(15,000)	(2,021,076)
Bond Issues	-	(647,947)	-	(120,000)	(767,947)
State Revolving Loans	-	-	(11,360,048)	-	(11,360,048)
Other Sources	-	(460,000)	(139,530)	(1,090,000)	(1,689,530)
Net Capital Improvements	$ -	$ 1,659,487	$ 1,927,073	$ 3,000	$ 3,589,560
Debt Service	$ -	$ 350,752	$ 2,649,530	$ -	$ 3,000,282
Net Transfers	13,586,970	2,088,608	(16,546,454)	870,876	-
Net Current Surplus	-	7,700	349,842	-	357,542
Total Expenditures and Surplus	$ 30,580,680	$ 2,916,738	$ 61,911,889	$ 3,193,056	$ 98,602,363
Other Increase (Decrease) in Fund Balance	-	(510,689)	-	-	(510,689)
Budgeted Fund Balance - December 31, 2019	$ 4,311,581	$ 2,480,202	$ 81,431,302	$ 1,327,551	$ 89,550,636
Projected Cash/Investments-January 1, 2019	$ 11,323,765	$ 6,173,439	$ 21,263,620	$ 956,619	$ 39,717,443
Net Current Surplus	-	7,700	349,842	-	357,542
Real Estate Tax Collections	310,000	-	-	-	310,000
Capital Projects Paid From Reserves	-	(510,689)	(874,815)	-	(1,385,504)
Appropriation of Fund Balance (DNP)	(350,000)	-	-	-	(350,000)
Non-Cash Items:					
Depreciation	1,015,375	19,256	451,455	38,179	1,524,265
Budgeted Cash/Investments-December 31, 2019	$ 12,299,140	$ 5,689,706	$ 21,190,102	$ 994,798	$ 40,173,746

CITY OF NEWARK, DELAWARE
2020 CONSOLIDATED BUDGET SUMMARY
OTHER GOVERNMENTAL FUNDS

	COMMUNITY DEVELOPMENT FUND	LAW ENFORCEMENT FUND	PARKS SPECIAL FUND
Projected Fund Balance - January 1, 2019	$ -	$ 811,589	$ 370,394
Revenue			
Utility Sales	$ -	$ -	$ -
Utility Other Service Revenue	-	-	-
Utilities Contributions	$ -	$ -	$ -
Tax Revenue & Emergency Communication Fees	-	-	-
Fees for Service	-	-	-
Intergovernmental Revenue	270,000	331,650	28,200
Other Revenue	-	-	-
Total Operating Revenue	$ 270,000	$ 331,650	$ 28,200
Expenditures			
Personnel Services	$ 40,554	$ 143,049	$ 1,421
Utility Purchases	-	-	-
Materials and Supplies	4,400	140,787	26,975
Contractual Services	203,194	21,450	6,700
Equipment Depreciation	-	-	-
Other Expenses	-	30,000	-
Inter-Dept Charges	-	-	-
Total Operating Expenses	$ 248,148	$ 335,286	$ 35,096
Capital Improvements			
Gross Capital Improvements	$ 25,000	$ -	$ -
Less: Addition (Use) of Reserves	-	-	-
Equipment Replacement	-	-	-
Grants	(25,000)	-	-
Bond Issues	-	-	-
State Revolving Loans	-	-	-
Other Sources	-	-	-
Net Capital Improvements	$ -	$ -	$ -
Debt Service	$ -	$ -	$ -
Net Transfers	-	3,636	6,896
Net Current Surplus	21,852	-	-
Total Expenditures and Surplus	$ 270,000	$ 335,286	$ 35,096
Other Increase (Decrease) in Fund Balance	-	-	-
Budgeted Fund Balance - December 31, 2019	$ 21,852	$ 811,589	$ 370,394
Projected Cash/Investments-January 1, 2019	$ 885	$ 1,173,561	$ 340,118
Net Current Surplus	21,852	-	-
Capital Projects Paid From Reserves	-	-	-
Non-Cash Items:			
Depreciation	-	-	-
Budgeted Cash/Investments-December 31, 2019	$ 22,737	$ 1,173,561	$ 340,118

CITY OF NEWARK, DELAWARE
2020 CONSOLIDATED BUDGET SUMMARY
OTHER GOVERNMENTAL FUNDS - CONTINUED

DNP SPECIAL FUND	UNICITY TRANSPORTATION FUND	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	TOTALS
$ -	$ 4,938	$ 46,340	$ 1,749,930	$ 2,983,191
$ -	$ -	$ -	$ -	$ -
-	-	-	-	-
$ -	$ -	$ -	$ -	$ -
-	-	-	-	-
-	-	-	-	-
-	143,380	-	-	773,230
-	-	-	54,900	54,900
$ -	$ 143,380	$ -	$ 54,900	$ 828,130
$ -	$ -	$ -	$ -	$ 185,024
-	-	-	-	-
-	15,000	-	-	187,162
-	246,013	-	-	477,357
-	19,256	-	-	19,256
-	-	-	-	30,000
-	-	-	-	-
$ -	$ 280,269	$ -	$ -	$ 898,799
$ -	$ -	$ -	$ 5,158,866	$ 5,183,866
-	-	-	(287,259)	(287,259)
-	-	-	(223,430)	(223,430)
-	-	-	(1,880,743)	(1,905,743)
-	-	-	(647,947)	(647,947)
-	-	-	-	-
-	-	-	(460,000)	(460,000)
$ -	$ -	$ -	$ 1,659,487	$ 1,659,487
$ -	$ -	$ 350,752	$ -	$ 350,752
-	136,889	350,752	1,590,435	2,088,608
-	-	-	(14,152)	7,700
$ -	$ 280,269	$ 350,752	$ 1,645,335	$ 2,916,738
-	-	-	(510,689)	(510,689)
$ -	$ 4,938	$ 46,340	$ 1,225,089	$ 2,480,202
$ -	$ 818	$ 46,340	$ 4,611,717	$ 6,173,439
-	-	-	(14,152)	7,700
-	-	-	(510,689)	(510,689)
-	19,256	-	-	19,256
$ -	$ 20,074	$ 46,340	$ 4,086,876	$ 5,689,706

CITY OF NEWARK, DELAWARE
2020 CONSOLIDATED BUDGET SUMMARY
ENTERPRISE FUNDS

	ELECTRIC FUND	WATER FUND	SEWER FUND	STORMWATER FUND	PARKING FUND	TOTALS
Projected Fund Balance - January 1, 2019	$ 30,905,396	$ 33,902,325	$ 10,740,384	$ 901,300	$ 4,632,055	$ 81,081,460
Revenue						
Utility Sales	$ 54,577,562	$ 9,731,300	$ 7,809,106	$ 2,350,000	$ -	$ 74,467,968
Utility Other Service Revenue	532,600	64,300	21,940	23,000	-	641,840
Utilities Contributions	$ 55,110,162	$ 9,795,600	$ 7,831,046	$ 2,373,000	$ -	$ 75,109,808
Tax Revenue & Emergency Communication Fees	-	-	-	-	-	-
Fees for Service	-	36,870	17,500	62,985	2,793,000	2,910,355
Intergovernmental Revenue	-	-	-	-	-	-
Other Revenue	230,910	159,120	32,290	5,700	10,160	438,180
Total Operating Revenue	$ 55,341,072	$ 9,991,590	$ 7,880,836	$ 2,441,685	$ 2,803,160	$ 78,458,343
Expenditures						
Personnel Services	$ 3,514,898	$ 2,585,948	$ 365,885	$ 618,045	$ 1,233,190	$ 8,317,966
Utility Purchases	34,974,933	-	5,600,000	-	-	40,574,933
Materials and Supplies	303,380	420,261	28,261	27,100	43,850	822,852
Contractual Services	1,690,329	999,554	332,377	262,036	434,772	3,719,068
Equipment Depreciation	192,675	85,156	35,086	52,283	86,255	451,455
Other Expenses	451,409	51,727	8,590	54,800	11,235	577,761
Inter-Dept Charges	832,849	630,602	323,013	441,526	293,419	2,521,409
Total Operating Expenses	$ 41,960,473	$ 4,773,248	$ 6,693,212	$ 1,455,790	$ 2,102,721	$ 56,985,444
Capital Improvements						
Gross Capital Improvements	$ 1,481,606	$ 5,033,396	$ 1,000,000	$ 6,543,406	$ 343,391	$ 14,401,799
Less: Use of Reserves	(64,606)	(215,000)	-	(20,000)	(67,861)	(367,467)
Equipment Replacement	(239,284)	(213,546)	-	(13,489)	(41,029)	(507,348)
Grants	-	(75,000)	-	(16,511)	(8,822)	(100,333)
Bond Issues	-	-	-	-	-	-
State Revolving Loans	-	(4,382,695)	(1,000,000)	(5,977,353)	-	(11,360,048)
Other Sources	(120,000)	-	-	-	(19,530)	(139,530)
Net Capital Improvements	$ 1,057,716	$ 147,155	$ -	$ 516,053	$ 206,149	$ 1,927,073
Debt Service	$ 620,648	$ 1,873,882	$ 35,000	$ 120,000	$ -	$ 2,649,530
Net Transfers	(11,702,235)	(3,197,305)	(1,152,624)	-	(494,290)	(16,546,454)
Net Current Surplus	-	-	-	349,842	-	349,842
Total Expenditures and Surplus	$ 43,638,837	$ 6,794,285	$ 6,728,212	$ 2,441,685	$ 2,308,870	$ 61,911,889
Other Increase (Decrease) in Fund Balance	-	-	-	-	-	-
Budgeted Fund Balance - December 31, 2019	$ 30,905,396	$ 33,902,325	$ 10,740,384	$ 1,251,142	$ 4,632,055	$ 81,431,302
Projected Cash/Investments-January 1, 2019	$ 14,706,846	$ 2,278,008	$ 2,658,921	$ 142,455	$ 1,477,390	$ 21,263,620
Net Current Surplus	-	-	-	349,842	-	349,842
Capital Projects Paid From Reserves	(303,890)	(428,546)	-	(33,489)	(108,890)	(874,815)
Non-Cash Items:						
Depreciation	192,675	85,156	35,086	52,283	86,255	451,455
Budgeted Cash/Investments-December 31, 2019	$ 14,595,631	$ 1,934,618	$ 2,694,007	$ 511,091	$ 1,454,755	$ 21,190,102

CITY OF NEWARK, DELAWARE
2020 CONSOLIDATED BUDGET SUMMARY
OTHER FUNDS

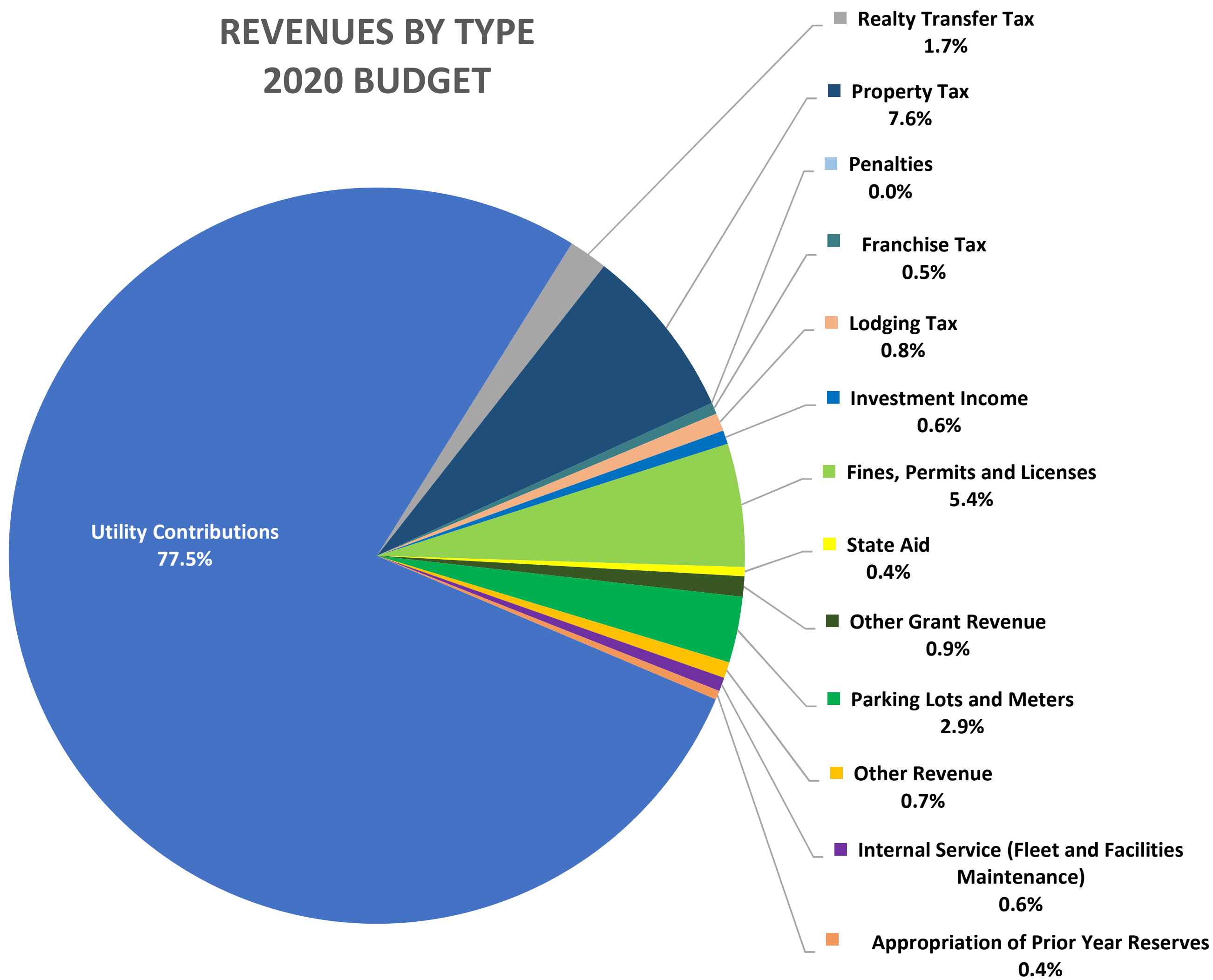
	INTERNAL SERVICE FUND *	SELF INSURANCE FUND	OPEB EXPENSE FUND	TOTALS
Projected Fund Balance - January 1, 2019	$ 330,988	$ 996,563	$ -	$ 1,327,551
Revenue				
Utility Sales	$ -	$ -	$ -	$ -
Utility Other Service Revenue	-	-	-	-
Utilities Contributions	$ -	$ -	$ -	$ -
Tax Revenue & Emergency Communication Fees	-	-	-	-
Fees for Service	2,311,180	-	-	2,311,180
Intergovernmental Revenue	-	-	-	-
Other Revenue	500	10,500	-	11,000
Total Operating Revenue	$ 2,311,680	$ 10,500	$ -	$ 2,322,180
Expenditures				
Personnel Services	$ 841,474	$ -	$ 659,300	$ 1,500,774
Utility Purchases	-	-	-	-
Materials and Supplies	690,650	-	-	690,650
Contractual Services	460,735	230,000	3,000	693,735
Equipment Depreciation	38,179	-	-	38,179
Other Expenses	167,425	-	-	167,425
Inter-Dept Charges	99,293	-	-	99,293
Total Operating Expenses	$ 2,297,756	$ 230,000	$ 662,300	$ 3,190,056
Capital Improvements				
Gross Capital Improvements	$ 1,228,000	$ -	$ -	$ 1,228,000
Less: Use of Reserves	-	-	-	-
Equipment Replacement	-	-	-	-
Grants	(15,000)	-	-	(15,000)
Bond Issues	(120,000)	-	-	(120,000)
State Revolving Loans	-	-	-	-
Other Sources	(1,090,000)	-	-	(1,090,000)
Net Capital Improvements	$ 3,000	$ -	$ -	$ 3,000
Debt Service	$ -	$ -	$ -	$ -
Net Transfers	(10,924)	219,500	662,300	870,876
Net Current Surplus	-	-	-	-
Total Expenditures and Surplus	$ 2,300,756	$ 230,000	$ 662,300	$ 3,193,056
Other Increase (Decrease) in Fund Balance	-	-	-	-
Budgeted Fund Balance - December 31, 2019	$ 330,988	$ 996,563	$ -	$ 1,327,551
Projected Cash/Investments-January 1, 2019	$ 62,848	$ 893,771	$ -	$ 956,619
Net Current Surplus	-	-	-	-
Capital Projects Paid From Reserves	-	-	-	-
Non-Cash Items:				
Depreciation	38,179	-	-	38,179
Budgeted Cash/Investments-December 31, 2019	$ 101,027	$ 893,771	$ -	$ 994,798

* Internal Service Fund totals include the Fleet Maintenance Division and the Facilities Maintenance Division.

CITY OF NEWARK, DELAWARE
CONSOLIDATED BUDGET SUMMARY - 2020
BUDGET AT A GLANCE

WHERE IT COMES FROM	ACTUAL 2018	2019 BUDGET AS AMENDED	BUDGET 2020
Utility Contributions	69.5%	76.9%	77.5%
Realty Transfer Tax	2.3%	1.6%	1.7%
Property Tax	6.5%	7.2%	7.6%
Penalties	0.1%	0.0%	0.0%
Franchise Tax	0.6%	0.5%	0.5%
Lodging Tax	0.0%	0.7%	0.8%
Investment Income	0.4%	0.4%	0.6%
Fines, Permits and Licenses	5.7%	5.1%	5.4%
State Aid	0.4%	0.4%	0.4%
Other Grant Revenue	1.2%	0.9%	0.9%
Parking Lots and Meters	2.8%	3.2%	2.9%
Other Revenue	0.7%	0.6%	0.7%
Internal Service (Fleet and Facilities Maintenance)	9.8%	2.4%	0.6%
Appropriation of Prior Year Reserves	0.0%	0.1%	0.4%
TOTAL	100.0%	100.0%	100.0%

WHERE IT GOES	ACTUAL 2018	2019 BUDGET AS AMENDED	BUDGET 2020
Personnel Services	29.3%	35.0%	35.2%
Utility Purchases	34.2%	40.8%	40.8%
Materials and Supplies	2.0%	2.6%	2.5%
Contractual Services	18.2%	10.6%	10.7%
Capital Program	2.1%	4.2%	3.6%
Net Surplus	1.9%	0.0%	0.4%
Debt Service	2.1%	2.8%	3.0%
Equipment Depreciation and Other	1.2%	1.7%	1.5%
Internal Service (Fleet and Facilities Maintenance)	9.0%	2.3%	2.3%
TOTAL	100.0%	100.0%	100.0%


REVENUES BY TYPE
2020 BUDGET
Realty Transfer Tax 1.7%
Property Tax 7.6%
Penalties 0.0%
Franchise Tax 0.5%
Lodging Tax 0.8%
Investment Income 0.6%
Fines, Permits and Licenses 5.4%
State Aid 0.4%
Other Grant Revenue 0.9%
Parking Lots and Meters 2.9%
Other Revenue 0.7%
Internal Service (Fleet and Facilities Maintenance) 0.6%
Appropriation of Prior Year Reserves 0.4%
Utility Contributions 77.5%

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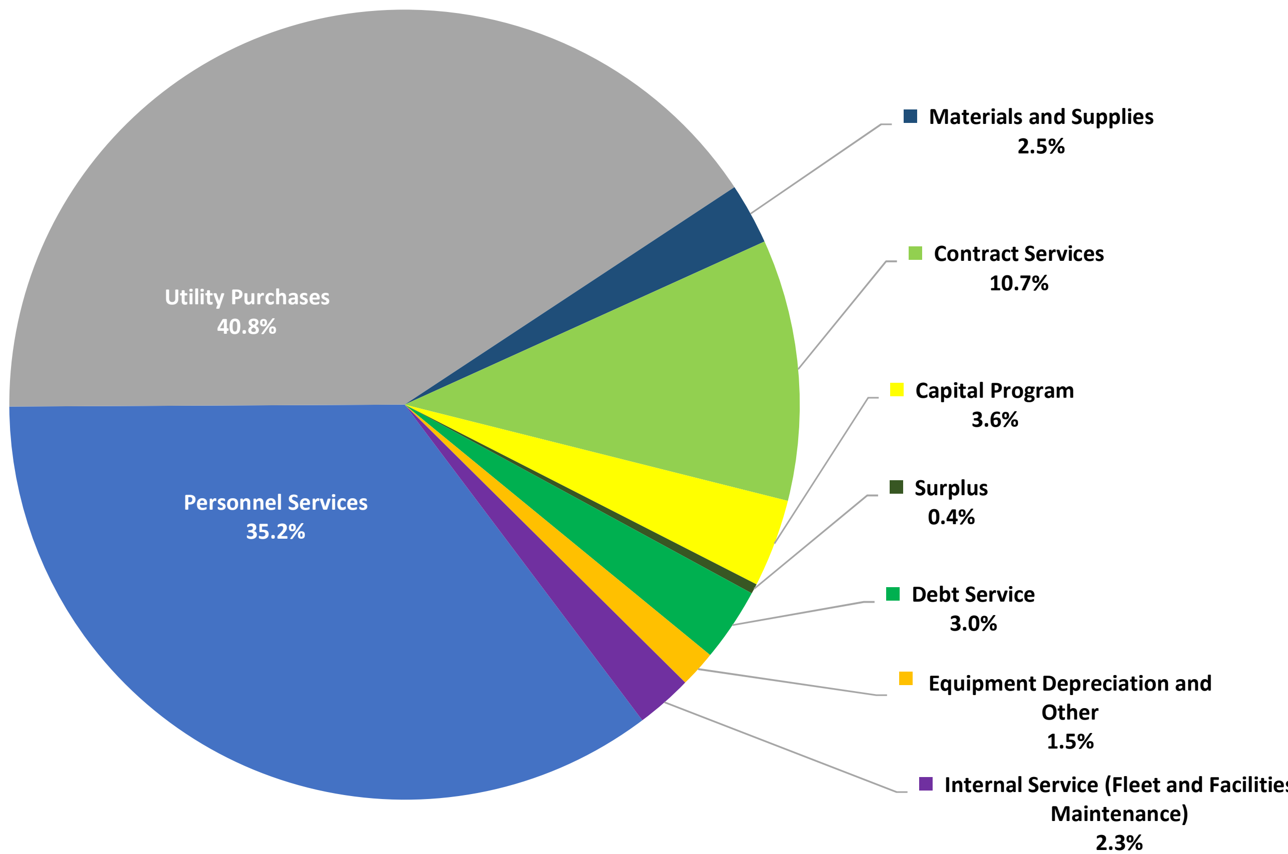
EXPENDITURES BY FUNCTION
2020 BUDGET



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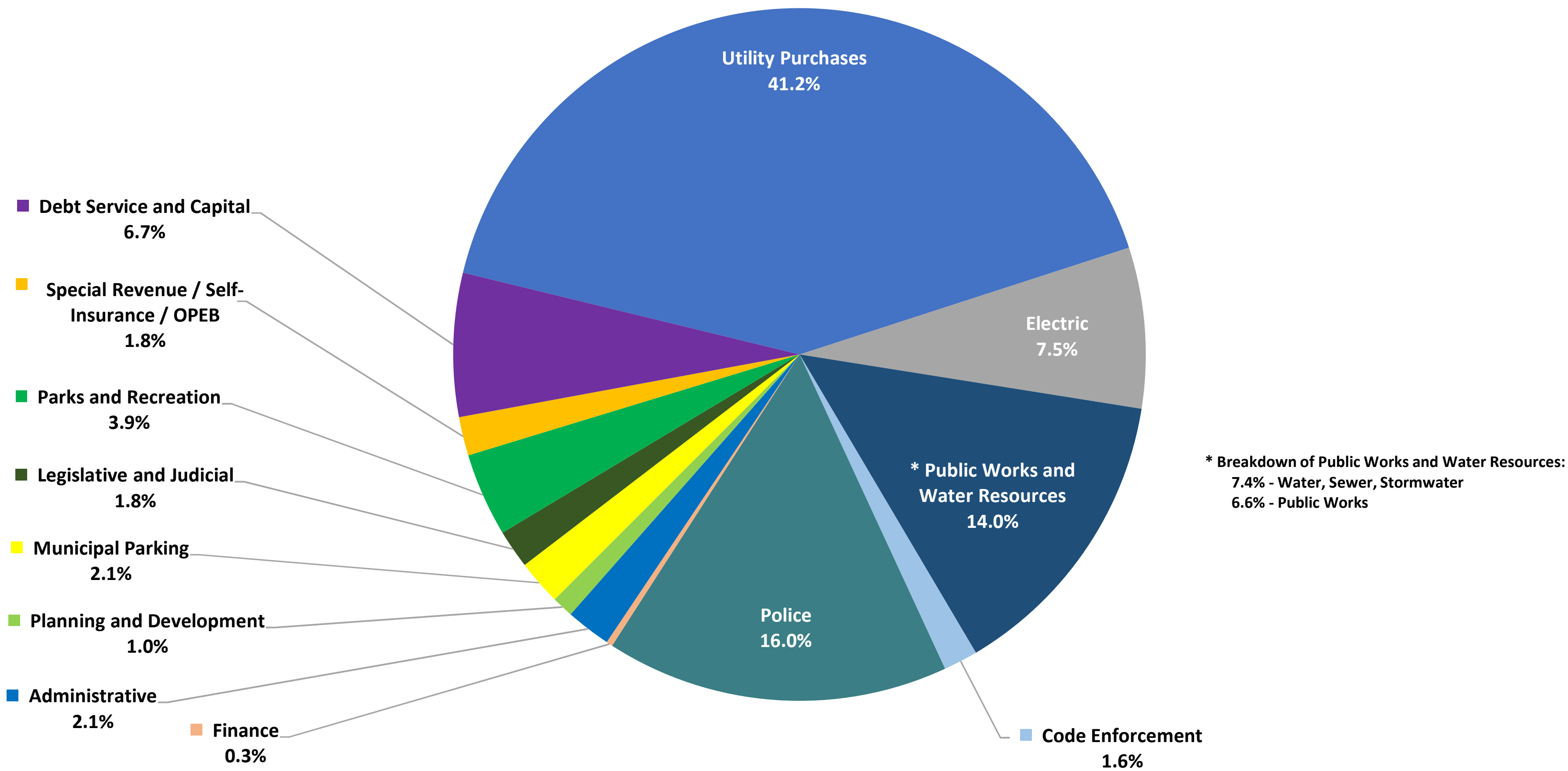
EXPENDITURES BY DEPARTMENT
2020 BUDGET



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CITY OF NEWARK, DELAWARE

HISTORICAL PERSONNEL COUNT

	2011 AS AMENDED		2012 AS AMENDED		2013 AS AMENDED		2014 AS AMENDED		2015 AS AMENDED		2016 AS AMENDED		2017 AS AMENDED		2018 AS AMENDED		2019 AS AMENDED		2020 AS PROPOSED	
	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT	FT	Equiv PT
Electric	22	-	22	-	23	-	22	-	22	-	23	-	23	-	24	-	23	-	23	-
Water	17	-	17	-	21	1	23	1	22	1	22	1	20	1	19	1	21	1	21	1
Sewer	2	-	2	-	2	-	2	-	2	-	4	-	4	-	4	-	4	-	4	-
Stormwater	-	-	-	-	-	-	-	-	-	-	-	-	5	1	5	1	5	1	5	1
Refuse	12	-	12	-	11	-	10	-	9	-	10	-	9	-	9	-	9	-	9	-
Street	11	1	11	1	9	1	9	-	9	-	9	-	8	-	8	-	7	-	7	-
Engineering	10	-	10	-	8	-	5	-	7	-	7	-	7	-	8	-	8	-	8	-
Planning	4	-	4	-	5	-	4	1	4	-	4	-	4	-	4	-	4	-	4	-
Code Enforcement	10	1	9	1	9	1	9	1	10	4	12	3	11	-	11	-	11	-	11	-
Parking	4	1	4	1	4	1	5	-	7	3	7	3	8	5	8	5	8	5	8	5
Police	86	4	86	4	84	4	85	4	87	2	88	2	89	2	89	2	89	2	89	2
Parks and Recreation	17	3	17	3	17	3	17	3	16	3	15	3	15	3	15	3	15	3	15	3
Administrative	6	-	6	-	6	-	11	2	9	-	10	-	10	-	10	-	10	1	9	1
Information Technology	-	-	-	-	-	-	-	-	7	-	7	-	12	1	9	-	8	-	8	-
Legislative	3	1	3	1	3	1	3	1	3	1	3	1	3	1	5	1	6	1	6	1
Judicial	3	2	3	2	3	1	3	1	3	1	3	1	3	1	3	2	3	2	3	2
Finance	17	2	17	1	17	2	11	1	10	2	10	3	13	1	13	1	13	2	13	1
Fleet Maintenance	5	-	5	-	4	-	4	-	4	-	4	-	4	-	4	-	4	-	4	-
Facilities Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	1	4	1	5	1	5	1	5
CITY-WIDE TOTAL	**229**	**11.5**	**228**	**11.0**	**225**	**12.0**	**223**	**13.0**	**231**	**15.5**	**238**	**16.5**	**249**	**18.0**	**249**	**19.5**	**249**	**20.5**	**248**	**20.0**

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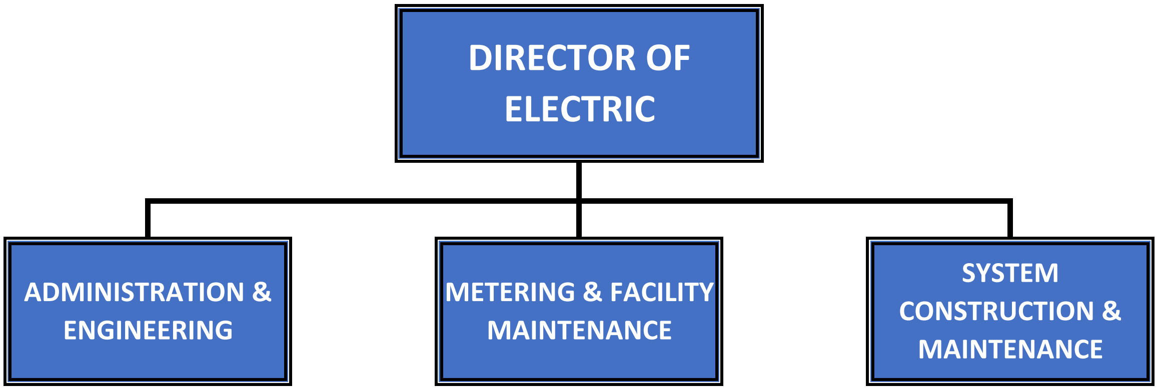
CITY OF NEWARK, DELAWARE
ELECTRIC DEPARTMENT
ORGANIZATIONAL CHART



ADMINISTRATION & ENGINEERING

- Drafting
- Records Maintenance
- Stock Maintenance
- Inventory
- Service Complaints

METERING & FACILITY MAINTENANCE

- Meter Testing and Inspection
- City Facility Electrical Maintenance

SYSTEM CONSTRUCTION & MAINTENANCE

- Electrical System
- Installation and Maintenance
- Crew Management
- Traffic Light Maintenance

CITY OF NEWARK, DELAWARE
ELECTRIC DEPARTMENT
2020 DEPARTMENTAL NARRATIVE

The City of Newark operates its own electric utility to provide electric services to 13,000 meters, supporting commercial and residential customers within city limits. Power is purchased on the wholesale power market and delivered by the City. The electric department is responsible for maintaining 175 miles of electric lines and coordinates is services through several programs. They include:

Meter Relay and Electrical Maintenance Program:

Responsible for installing and maintaining electrical systems in city buildings, water wells, water and wastewater pumping stations, traffic lights and control systems, meters, and other facilities.

Electrical Line Construction and Maintenance Program:

Responsible for maintaining the City's electric lines, substation sites, substation units, circuit breakers, and transformers.

In addition to maintaining the City's electrical distribution system, new power lines, substations and underground electric utilities are constructed and installed to expand services to new customers. Additional departmental responsibilities include maintaining and installing street lights and traffic signals, trimming trees along the electric right-of-way, and providing distribution and sub-transmission switching and sectionalizing. The electric department's staff is also responsible for plans review, drawings, and engineering analysis for construction work.

CITY OF NEWARK, DELAWARE
ELECTRIC DEPARTMENT
2019 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2019 include:

- The extension of 12kV distribution line along Christina Parkway. This line extension will provide increased capacity and back-up capacity for the Star Campus. This extension will also tie Sandy Brae substation transformer 64 to Chestnut Hill road transformers 74 and 94 to provide back-up capacity. The project is in progress, and we are on track to complete this project by the end of this year.

- The installation of 12kV distribution automation system. This 12kV distribution automation system will increase reliability to the UD Center Campus and North Campus as well as minimize our substation outages. The project is in progress, and we are on track to complete this project by the first quarter of 2020.

- Joined the APPA's Reliable Public Power Provider (RP3) Program. The Association's RP3 program is based on industry-recognized leading practices in for important disciplines:
  - Reliability
  - Safety
  - Workforce Development
  - System Improvement

- Being recognized by the PR3 program demonstrates to the community leaders, governing board members, suppliers, and service providers a utility's commitment to its employees, customers, and community. Additionally, an RP3 designation is a sign of a utility's dedication to operating an efficient, safe, and reliable distribution system.

- Electric cost of service and rate study.

CITY OF NEWARK, DELAWARE
ELECTRIC DEPARTMENT
2020 DEPARTMENTAL GOALS

<u>Goals for 2020 include:</u>

- In 2019, more 12kV reclosers will be installed to improve reliability.

- A 12kV distribution line will be extended at UD Farm to ensure capacity and reliable back-up capacity to the Star Campus, The University of Delaware South Campus and City customers on South College Avenue.

- The old 35kV oil circuit breaker will be replaced at Fremont Road substation.

- Old electromechanical relays at Kershaw substation will be replaced with microprocessor-based replays.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Electric Fund - Electric Department

Summary:

ELECTRIC DEPARTMENT - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
REVENUES						
Sale of Electricity	$ 52,620,711	$ 52,629,055	$ 52,050,273	$ 51,626,068	$ 52,608,369	$ 54,577,562
No. of K.W.H.'s (Thousands)	416,744	417,837	415,969	425,918	436,756	444,863
Inter-Dept. Sales	769,202	733,800	555,400	508,100	506,900	413,100
Penalties	73,382	108,477	96,723	80,000	95,000	98,800
Service Fees	44,775	61,452	84,697	55,000	65,000	81,800
New Services	62,600	3,160	133,631	40,000	125,000	250,000
Application Fees	113,700	104,820	102,210	115,000	107,000	102,000
Solar Revenues	42,660	39,340	42,412	41,500	39,600	36,600
Other Revenues	79,291	290,806	160,523	47,000	45,780	43,210
Interest Revenue	58,394	85,316	122,330	65,000	125,000	151,100
Subtotal	$ 53,864,715	$ 54,056,226	$ 53,348,199	$ 52,577,668	$ 53,717,649	$ 55,754,172
Less: Electricity Purchased	35,737,478	N/A	N/A	N/A	N/A	N/A
No. of K.W.H.'s (Thousands)	457,749	453,550	460,219	456,650	470,837	478,577
Gross Operating Revenue	$ 18,127,237	$ 54,056,226	$ 53,348,199	$ 52,577,668	$ 53,717,649	$ 55,754,172
OPERATING EXPENSES						
Personnel Services	$ 2,496,723	$ 2,715,030	$ 2,977,781	$ 3,324,613	$ 3,300,663	$ 3,514,898
Utility Purchases	N/A	35,141,018	33,699,575	33,547,114	33,570,788	34,974,933
Materials and Supplies	229,055	176,388	238,318	215,348	310,830	303,380
Contractual Services	981,816	1,040,980	1,330,729	1,862,677	1,712,933	1,690,329
Other Charges	1,105,905	906,670	1,097,567	1,046,899	1,292,120	1,264,732
Subtotal	$ 4,813,499	$ 39,980,086	$ 39,343,970	$ 39,996,651	$ 40,187,334	$ 41,748,272
Inter-Departmental Charges (net of Inter-Departmental Sales)	1,177,089	1,311,472	1,010,354	1,173,798	1,212,056	1,245,949
Total Operating Expenses	$ 5,990,588	$ 41,291,558	$ 40,354,324	$ 41,170,449	$ 41,399,390	$ 42,994,221
Net Operating Margin (Before Capital Costs)	**$ 12,136,649**	**$ 12,764,668**	**$ 12,993,875**	**$ 11,407,219**	**$ 12,318,259**	**$ 12,759,951**

ELECTRIC DEPARTMENT
WAGE AND SALARY BUDGET - 2020

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Director Of Electric	MGMT	34	1.0	$ 111,126	1.0	$ 117,882	0.0	$ 6,756	6.1%
Deputy Director Of Electric	MGMT	31	1.0	$ 108,425	1.0	$ 115,271	0.0	$ 6,846	6.3%
Electric Superintendent	MGMT	26	1.0	$ 92,893	1.0	$ 98,481	0.0	$ 5,588	6.0%
Engineering Tech	CWA F/T	14	1.0	$ 67,072	1.0	$ 69,620	0.0	$ 2,548	3.8%
Purchasing Asst	CWA F/T	13	1.0	$ 65,819	1.0	$ 67,766	0.0	$ 1,947	3.0%
Senior Lineman	AFSCME LOCAL 3919 F/T	19	2.0	$ 175,307	2.0	$ 178,761	0.0	$ 3,454	2.0%
Electric Mtr. Tech.	AFSCME LOCAL 3919 F/T	17	1.0	$ 84,589	1.0	$ 86,247	0.0	$ 1,658	2.0%
Electrician	AFSCME LOCAL 3919 F/T	17	3.0	$ 244,279	3.0	$ 252,056	0.0	$ 7,777	3.2%
Lineman 1st Class	AFSCME LOCAL 3919 F/T	17	5.0	$ 415,867	5.0	$ 423,704	0.0	$ 7,837	1.9%
Lineman 2nd Class	AFSCME LOCAL 3919 F/T	14	2.0	$ 142,003	2.0	$ 135,659	0.0	$ (6,344)	-4.5%
Junior Lineman	AFSCME LOCAL 3919 F/T	10	1.0	$ 56,110	2.0	$ 114,440	1.0	$ 58,330	104.0%
Electric Groundhand	AFSCME LOCAL 3919 F/T	5	3.0	$ 146,478	2.0	$ 90,958	(1.0)	$ (55,520)	-37.9%
Storekeeper	AFSCME LOCAL 3919 F/T	10	1.0	$ 60,509	1.0	$ 67,579	0.0	$ 7,070	11.7%
Total Full-Time Positions			**23.0**	**$ 1,770,477**	**23.0**	**$ 1,818,424**	**0.0**	**$ 47,947**	**2.7%**
OTHER									
Service Award				$ 39,594		$ 42,035		$ 2,441	6.2%
Sick Pay				$ 24,700		$ 26,518		$ 1,818	7.4%
Standby Pay				$ 36,720		$ 38,083		$ 1,363	3.7%
Overtime				$ 200,000		$ 145,000		$ (55,000)	-27.5%
Uniform Allowance				$ 10,800		$ 10,800		$ -	0.0%
Device Reimbursements				$ 6,000		$ 5,400		$ (600)	-10.0%
Total Other				**$ 317,814**		**$ 267,836**		**$ (49,978)**	**-15.7%**
Total All			**23.0**	**$ 2,088,291**	**23.0**	**$ 2,086,260**	**0.0**	**$ (2,031)**	**-0.1%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Electric Fund - Electric Department

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5195102	6020	Supervisory	$ 212,680	$ 234,376	$ 308,336	$ 211,475	$ 219,551	$ 233,153
5195102	6030	Engineering/Technical	271,760	263,830	285,154	297,420	313,352	323,677
5195102	6040	Warehousing	52,051	55,140	56,197	58,056	60,509	67,579
5195102	6080	Clerical	54,814	59,885	61,977	65,066	65,819	67,766
5195102	6200	Line Maintenance	733,382	693,547	789,806	983,398	1,111,246	1,126,249
5195102	6580	Service Award	35,609	39,367	40,470	37,752	39,594	42,035
5195102	6590	Sick Pay	22,915	21,624	22,798	21,386	24,700	26,518
5195102	6619	Standby Pay	34,739	33,524	29,658	35,357	36,720	38,083
5195102	6620	Overtime	81,013	117,524	143,861	141,999	200,000	145,000
5195102	6622	Holiday Premium	-	642	1,283	699	-	-
5195102	6880	Uniform Allowance	4,910	4,750	9,450	10,600	10,800	10,800
5195102	6885	Device Reimbursement	-	-	-	5,725	6,000	5,400
5195102	6920	Unemployment Comp. Ins.	9,382	8,580	7,962	6,890	6,072	6,600
5195102	6930	Social Security Taxes	109,961	113,136	142,315	145,958	148,437	154,059
5195102	6940	City Pension Plan	346,707	516,487	437,000	695,008	441,280	559,161
5195102	6941	Defined Contribution 401(a) Plan	1,857	7,335	21,093	22,360	25,206	30,608
5195102	6950	Term Life Insurance	6,604	6,659	7,485	7,378	7,647	7,680
5195102	6960	Group Hospitalization Ins.	355,939	353,905	405,814	408,707	445,525	500,581
5195102	6961	Long-Term Disability Ins.	2,664	2,681	2,991	2,997	3,172	4,106
5195102	6962	Dental Insurance	24,890	23,999	25,855	23,930	25,198	27,420
5195102	6963	Flexible Spending Account	189	168	184	173	126	63
5195102	6964	Health Savings Account	750	1,438	-	-	-	-
5195102	6965	Post-Employment Benefits	129,450	151,300	165,539	132,090	98,090	125,098
5195102	6966	Retirement Health Savings Account	761	2,782	6,326	6,350	7,000	8,526
5195102	6967	Emergency Room Reimbursements	2,799	1,180	4,988	2,612	3,335	3,335
5195102	6968	Vision Insurance Premiums	897	1,171	1,239	1,227	1,284	1,401
TOTAL PERSONNEL SERVICES			**$ 2,496,723**	**$ 2,715,030**	**$ 2,977,781**	**$ 3,324,613**	**$ 3,300,663**	**$ 3,514,898**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Electric Fund - Electric Department

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5195103	7110	Safety Shoes and Supplies	$ 3,697	$ 4,250	$ 5,520	$ 6,571	$ 6,300	$ 6,600
5195103	7130	Tools, Field Sup., & Small Eq.	38,044	29,843	37,819	34,672	39,650	40,000
5195103	7131	Information Technology Supplies	-	-	-	3,227	30,000	30,000
5195103	7140	Uniforms	24,051	15,522	20,840	20,639	20,800	20,800
5195103	7150	Office Supplies	2,524	2,228	1,257	2,949	4,500	3,500
5195103	7160	Books, Periodicals, Etc	383	716	1,451	462	680	780
5195103	7260	Line Maintenance	112,740	80,403	120,782	98,889	110,000	110,000
5195103	7270	Station Maintenance	22,315	24,322	39,621	26,829	57,200	50,000
5195103	7300	Machinery & Equip. Maintenance	-	-	-	-	500	500
5195103	7330	Meter Testing & Repairs	299	209	225	150	2,000	2,000
5195103	7350	Traffic Signal Maintenance	-	-	495	-	950	950
5195103	7370	Street Light Maintenance	20,241	10,393	8,688	4,200	13,000	13,000
5195103	7430	House Service Maintenance	4,305	6,647	20,719	19,461	23,500	23,500
5195103	7480	Communication Equip. Maint.	1,095	240	557	-	500	500
5195103	7540	Inventory Adjustment	(2,358)	603	(20,648)	(7,970)	-	-
5195103	7550	Miscellaneous Supplies	1,719	1,012	992	5,269	1,250	1,250
TOTAL MATERIALS AND SUPPLIES			**$ 229,055**	**$ 176,388**	**$ 238,318**	**$ 215,348**	**$ 310,830**	**$ 303,380**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Electric Fund - Electric Department

Expenditures:

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5195104	8010	Freight	$ 774	$ 202	$ 115	$ 848	$ 950	$ 950
5195104	8020	Advertising	329	1,418	749	641	800	800
5195104	8030	Casualty Insurance	97,818	93,522	19,923	18,083	20,665	20,700
5195104	8031	Insurance - Property	-	-	27,864	44,008	39,445	40,470
5195104	8032	Insurance - Auto	-	-	12,740	24,682	24,990	25,327
5195104	8033	Insurance - Broker	-	-	6,660	8,072	7,930	7,936
5195104	8035	Insurance - Worker's Compensation	-	-	-	-	28,113	93,500
5195104	8040	Merchant Fees and Discounts	454,101	465,655	529,143	531,696	590,000	590,000
5195104	8050	Phone/Communications	7,946	8,613	10,203	4,434	6,000	2,950
5195104	8120	Outside Engineering (1)	52,960	67,232	40,428	62,430	131,000	50,000
5195104	8130	Building & Equipment Rental	9,970	10,079	10,264	10,888	14,000	14,000
5195104	8131	Information Technology Cont'l	63,615	78,984	168,469	143,454	239,188	216,276
5195104	8190	Refuse Disposal	2,638	3,425	4,063	3,197	2,400	3,425
5195104	8260	Line Maintenance	20,115	27,710	62,826	38,282	53,200	53,200
5195104	8270	Station Maintenance	60,737	66,975	44,479	40,446	75,000	75,000
5195104	8300	Machinery & Equip. Maintenance	6,625	5,772	5,927	4,992	8,120	8,120
5195104	8311	Vehicle Accidents	-	-	-	(1,450)	-	-
5195104	8312	Fleet & Facilities Services	-	-	167,153	716,786	218,138	227,041
5195104	8420	Tree Removal	200,054	197,123	214,520	206,555	230,000	241,500
5195104	8480	Communication Equip. Maint.	-	-	-	1,115	1,060	1,200
5195104	8550	Misc. Contracted Services	1,481	13,036	4,203	2,402	5,000	5,000
5195104	8570	Public Relations	950	-	-	116	14,000	10,000
5195104	8899	Facilities Mowing	1,703	1,234	1,000	1,000	2,934	2,934
TOTAL CONTRACTUAL SERVICES			**$ 981,816**	**$ 1,040,980**	**$ 1,330,729**	**$ 1,862,677**	**$ 1,712,933**	**$ 1,690,329**

(1) Includes additional funding for 2017 rate study.

Electric Fund - Electric Department

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5195105	9001	Subvention - Utility Assistance	$ -	$ -	$ -	$ -	$ 25,000	$ 25,000
5195105	9002	Subvention - Aetna Hook and Ladder	-	-	-	-	48,400	48,400
5195105	9004	Subvention - Newark Senior Center	-	-	-	-	60,000	60,000
5195105	9010	Bad Debt Expense	303,034	12,385	190,119	129,369	120,000	170,769
5195105	9020	Mileage & Small Bus. Expense	-	82	87	2	140	140
5195105	9040	Dues & Professional Organizations	196	3,562	-	-	-	-
5195105	9056	Debt Service Principal - Smart Meters	505,520	516,064	526,828	537,805	549,024	560,477
5195105	9057	Debt Service Interest - Smart Meters	114,635	104,081	93,307	82,305	71,624	60,171
5195105	9060	Depreciation Expense	150,716	178,349	189,580	201,740	278,832	192,675
5195105	9070	Training & Continuing Educ/Conf	3,836	3,392	11,228	9,891	15,100	25,100
5195105	9091	Solar Rebate	1,458	1,597	1,516	1,754	-	-
5195105	9092	Notional Solar Cost	26,510	26,452	23,724	22,552	24,000	22,000
5195105	9093	Subvention Expense	-	60,000	60,134	60,321	-	-
5195105	9094	Conservation Advisory Committee	-	-	1,044	1,160	100,000	100,000
5195105	9099	Contingencies	-	706	-	-	-	-
TOTAL OTHER CHARGES			**$ 1,105,905**	**$ 906,670**	**$ 1,097,567**	**$ 1,046,899**	**$ 1,292,120**	**$ 1,264,732**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Electric Fund - Electric Department

Expenditures:

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Administrative Overhead	$ 481,924	$ 494,824	$ 672,271	$ 700,685	$ 743,108	$ 797,579
Billings and Accounting	356,346	364,211	308,049	492,026	442,890	459,021
Buildings and Grounds	13,402	46,011	-	-	-	-
Electricity	(460,520)	(449,229)	(397,166)	(387,895)	(360,187)	(331,319)
Information Technology	276,042	244,142	83,848	86,381	68,930	90,640
Other Indirect Charges	(32,430)	(17,550)	(40,022)	(65,069)	(24,700)	(24,700)
Printing and Reproduction	1,341	2,644	135	125	182	182
Street Lights and Traffic Signals	(308,682)	(192,973)	(143,745)	(169,331)	(143,812)	(134,512)
Vehicles and Equipment	103,425	125,256	-	-	-	-
Warehousing	(22,961)	(39,664)	(28,416)	(38,464)	(21,255)	(24,042)
TOTAL INTER-DEPT. CHARGES	**$ 407,887**	**$ 577,672**	**$ 454,954**	**$ 618,458**	**$ 705,156**	**$ 832,849**

OPERATING EXPENSES - ELECTRIC DEPARTMENT	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 5,221,386**	**$ 5,416,740**	**$ 6,099,349**	**$ 7,067,995**	**$ 7,321,702**	**$ 7,606,188**

Electric Fund - Electric Department

Expenditures:

CAPITAL PROJECTS BUDGET			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5195106	9623	Autos & Trucks	$ -	$ -	$ -	$ -	$ 68,400	$ 57,716
5195106	9730	CIP - Stations Material	365,008	535,491	1,053,144	344,363	-	392,500
5195106	9760	CIP - Lines Material	93,535	181,686	150,156	-	655,000	338,000
5195106	9770	CIP - Street Lights Material	-	3,798	-	-	-	-
5195106	9830	CIP - Stations Labor	143,557	41,087	155,474	36,865	-	27,500
5195106	9860	CIP - Lines Labor	82,862	86,041	25,901	2,307	329,500	214,500
5195106	9870	CIP - Street Lights Labor	82,862	118,202	-	-	-	-
5195106	9960	CIP - Lines Contractual	-	-	-	-	65,500	27,500
TOTAL CAPITAL PROJECTS BUDGET			**$ 767,824**	**$ 966,305**	**$ 1,384,675**	**$ 383,535**	**$ 1,118,400**	**$ 1,057,716**

CAPITAL PROJECT NUMBER AND DESCRIPTION		CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	OTHER FINANCING
E2001	New Lines & Services	$ 130,000	$ -	$ -	$ -	$ -	$ -
E2002	New Substation	300,000	-	-	-	-	-
E1805	Line Extension - UD Farm	150,000	-	-	-	-	-
E1807	Relay Replacements - Kershaw Substation	50,000	-	-	-	-	-
E1808	Voltage Upgrade - North College Avenue	50,000	-	-	-	-	-
E1602	Circuit Breaker Replacement	70,000	-	-	-	-	-
E1502	Underground Distribution - UD Star Campus	-	-	-	-	-	120,000
E1203	CAD Software	-	40,444	-	-	-	-
E0503	SCADA & Automatic Switching	250,000	-	-	-	-	-
E8510	Transformer Maintenance	-	24,162	-	-	-	-
EEQSF	Vehicle Replacement Program	57,716	-	239,284	-	-	-
TOTAL ELECTRIC FUND		**$ 1,057,716**	**$ 64,606**	**$ 239,284**	**$ -**	**$ -**	**$ 120,000**

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
ORGANIZATIONAL CHART

DIRECTOR OF PUBLIC WORKS AND WATER RESOURCES

WATER PRODUCTION
- Well Operations
- Water Plant Operations
- Booster Stations
- Tank Maintenance
- Reservoir
- Water System Regulatory Compliance
- Sewer System Regulatory Compliance
- Water System Capital Project Administration
- SCADA, GIS Mapping and Asset Management
- Metering

ENGINEERING
- Project Inspection
- Plan Review
- NPDES
- Surveying
- Drafting
- Capital Project Management
- Sediment and Stormwater Program
- Inspections

WATER RESOURCES
- Light Construction
- Emergency Repairs
- Valve Maintenance
- Sanitary Sewer Maintenance
- Hydrant Inspection and Maintenance
- Meter Installation and Repair
- Storm Sewers
- Street Sweeping
- Storm System Maintenance
- Sewer Capital Administration
- Stormwater Capital Administration
- Customer Service
- Purchasing

STREET MAINTENANCE
- Pavement
- Sign and Traffic Marking Maintenance
- Tank Maintenance
- Snow Plowing
- Leaf Collection
- Sidewalk Sweeping
- Catch Basin Cleaning

REFUSE COLLECTION
- Refuse Collection
- Recycling Collection
- Yard Waste Collection
- Yard Waste Processing

VEHICLE MAINTENANCE
- Vehicle Specification and Preparation
- Fleet and Equipment Maintenance

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
2020 DEPARTMENTAL NARRATIVE

The Public Works and Water Resources Department is responsible for potable water treatment and delivery, sanitary sewage collection and transmission services, refuse collection, City fleet maintenance, engineering, surveying, street maintenance, and stormwater management through its program divisions described below:

Engineering Division:

- Responsible for the engineering review of new subdivisions and construction improvement plans, sediment and stormwater program implementation, construction inspection, public works capital project development and administration, survey support, GIS database management, and administration of our annual Street and Sidewalk Programs. Staff also responds to resident complaints regarding drainage, erosion, and other related issues. Engineering staff prepare reports and recommendations to the City Manager and City Council on various improvements throughout the City and maintain an active liaison with engineering consultants.

Refuse Division:

- Performs numerous services including regular trash collection, curbside recycling collection, bulk or special pick-up service, yard waste collection, and Main Street Big Belly Compactor collection. The Refuse Division also assists various operating departments for trash collection at special events throughout the year.

Street Division:

- Responsible for minor repairs of streets and curbs, repair of city owned sidewalks, maintenance of the City's yard waste processing areas, the application of traffic control signage and striping, leaf collection, and snow plowing. In addition, this division routinely assists other departments and PWWR divisions as required.

Fleet Maintenance Division:

- Responsible for maintaining the City's 225 vehicles and pieces of motorized equipment and focused on improving fleet standardization and minimizing life cycle costs, while reducing parts inventory requirements, maintenance burden, and vehicle down time. The Fleet Maintenance Division also assists with vehicle specifications for new purchases.

Water Division:

- Responsible for maintaining regulatory compliance, GIS database management, oversight of day to day water system operations, engineering and design of facilities, supervision and inspection of construction projects, and capital project development and administration. Water construction plans and specifications are prepared for bidding under this program. Water Division engineering staff prepare reports and recommendations to the City Manager and City Council on facility improvements along with plan and specification development. The Division also maintains an active liaison with engineering consultants.

Sewer Division:

- The sewer division is responsible for maintaining regulatory compliance, oversight of day to day sanitary sewer system operations, engineering and design of facilities, supervision and inspection of construction projects, and capital project development and administration. Staff prepares reports and recommendations to the City Manager and City Council on asset, equipment and facility improvements and maintains an active liaison with engineering consultants as well as the general public.

Stormwater Division:

- Responsible for maintaining NPDES Phase II Permit compliance, GIS database management, oversight of day to day system operations, engineering and design of facilities, supervision and inspection of construction projects, and capital project development and administration. Stormwater staff prepare reports and recommendations to the City Manager and City Council on facility improvements. Responsible for the programming and administration of the Stormwater Utility.

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
2019 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2019 include:

- Completed a major upgrade to the Curtis Water Treatment Plant, including the conversion from Gaseous Chlorine to Bulk Sodium Hypochlorite for disinfection.

- Prepared Plans and Specifications for bidding on the South Well Field Water Treatment Plant upgrade including a new finished water tank and air stripper building required to treat the contamination in the groundwater feeding the treatment plant.

- Prepared plans and specifications for the upgrade of 2,600 linear feet of water main.

- Lined or replaced 1,100 linear feet of degraded corrugated metal pipe (CMP) as part of the stormwater utility.

- Reviewed and approved 42 plan submissions for new development or new construction.

- Lined 5,100 linear feet of sanitary sewer pipe.

- Replaced 15 fire hydrants and tees and added 14 new gate valves to assist in future maintenance of the busy downtown area.

- Completed the Environmental Remediation and started the demolition at the Rodney Dorm site.

- Utilized our in-house staff in order to complete update to the City's Water and Wastewater Standards and Specifications including generation of new construction details.

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
2020 DEPARTMENTAL GOALS

Goals for 2020 include:

- We expect to have the final version of our NPDES MS4 stormwater permit in late 2019. This permit will require staff and our consultant to draft and implement a new stormwater pollution prevention plan, while continuing the requirements of previous plans, including the annual reporting of stormwater quality initiatives.
- Perform an audit of our water meter systems and reporting.
- Utilize our in-house staff in order to complete the update the City's Road Construction and Utility Standards and Specifications for Construction, last updated in 2001.
- Create Standard Operating Procedures for each Division within the Department.
- Complete the rehabilitation at the South Well Field Water Treatment Plant.
- Complete the construction of the park and stormwater pond at the Rodney Dormitory site.
- Design and install up to one mile of water main as part of our rehabilitation program.
- Continue to assess and repair our sanitary sewer mains.
- Continue to assess environmental compliance at all City Owned facilities.
- Utilize grant funding to provide backup generation at a remote well site in Delmarva territory.
- Complete the initial SCADA programming on all water and sewer facilities in our system.
- Work with DelDOT to implement pedestrian and bicycle improvements to Casho Mill Road as part of the Safe Routes to School Program.
- Work with DelDOT on the completion of the Main Street Improvements
- Partner with DelDOT and New Castle County to restore floodplain storage and water quality in a shared drainage area near Robscott Manor.
- Engage in sewer agreement discussions with New Castle County.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Summary:

WATER DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
REVENUES						
Sale of Water	$ 8,801,385	$ 9,275,827	$ 9,299,681	$ 9,200,000	$ 9,616,300	$ 9,731,300
Penalties	26,471	40,456	26,621	35,000	31,200	29,100
Service Fees	19,895	38,823	40,524	32,471	33,100	35,200
Other Revenues	209,516	287,112	224,195	207,045	133,400	164,990
Interest Revenue	29,265	32,537	28,987	30,000	30,200	31,000
Subtotal	$ 9,086,532	$ 9,674,755	$ 9,620,008	$ 9,504,516	$ 9,844,200	$ 9,991,590
Less: Water Purchased	171	N/A	N/A	N/A	N/A	N/A
Gross Operating Revenue	$ 9,086,361	$ 9,674,755	$ 9,620,008	$ 9,504,516	$ 9,844,200	$ 9,991,590
OPERATING EXPENSES						
Personnel Services	$ 2,484,471	$ 2,700,713	$ 2,359,205	$ 2,124,854	$ 2,491,021	$ 2,585,948
Utility Purchases	N/A	N/A	N/A	N/A	N/A	N/A
Materials & Supplies	275,880	297,038	331,613	319,958	404,750	420,261
Contractual Services	767,095	757,278	699,245	939,681	973,403	999,554
Other Charges	1,845,649	1,840,073	1,855,298	1,856,771	1,870,969	2,010,765
Subtotal	$ 5,373,095	$ 5,595,102	$ 5,245,361	$ 5,241,264	$ 5,740,143	$ 6,016,528
Inter-Dept. Charges	904,427	950,799	797,994	554,335	582,288	630,602
Total Operating Expenses	$ 6,277,522	$ 6,545,901	$ 6,043,355	$ 5,795,599	$ 6,322,431	$ 6,647,130
Net Operating Margin (Before Capital Costs)	**$ 2,808,839**	**$ 3,128,854**	**$ 3,576,653**	**$ 3,708,917**	**$ 3,521,769**	**$ 3,344,460**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2020
WATER DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Director of PWWR	MGMT	33	1.0	$ 125,050	1.0	$ 121,469	0.0	$ (3,581)	-2.9%
Deputy Director of PWWR	MGMT	29	1.0	$ 99,395	1.0	$ 97,954	0.0	$ (1,441)	-1.4%
Water Operations Superintendent	MGMT	22	1.0	$ 86,346	1.0	$ 88,264	0.0	$ 1,918	2.2%
PWWR Supervisor	MGMT	19	1.0	$ 77,707	1.0	$ 79,466	0.0	$ 1,759	2.3%
Water and Sewer Inspector	CWA F/T	16	1.0	$ 60,947	1.0	$ 64,643	0.0	$ 3,696	6.1%
Senior Water Plant OP	AFSCME LOCAL 3919 F/T	16	1.0	$ 82,764	1.0	$ 84,386	0.0	$ 1,622	2.0%
GIS Technician **	CWA F/T	14	1.0	$ 55,040	1.0	$ 58,377	0.0	$ 3,337	6.1%
Water Plant Operator	AFSCME LOCAL 3919 F/T	14	3.0	$ 216,529	3.0	$ 220,835	0.0	$ 4,306	2.0%
Water Meter Technician	AFSCME LOCAL 1670 F/T	10	1.0	$ 66,726	1.0	$ 66,731	0.0	$ 5	0.0%
Heavy Equipment Op/Mech	AFSCME LOCAL 1670 F/T	10	1.0	$ 66,025	1.0	$ 66,030	0.0	$ 5	0.0%
Admin Professional I	CWA F/T	10	1.0	$ 58,735	1.0	$ 61,001	0.0	$ 2,266	3.9%
Digital Scanner/Record Asst II	CWA F/T	8	1.0	$ 54,455	1.0	$ 57,249	0.0	$ 2,794	5.1%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	1.0	$ 61,210	1.0	$ 61,215	0.0	$ 5	0.0%
Maintenance III	AFSCME LOCAL 1670 F/T	6	1.0	$ 54,718	1.0	$ 55,246	0.0	$ 528	1.0%
Equipment Operator *	AFSCME LOCAL 1670 F/T	3	3.0	$ 105,655	4.0	$ 152,697	1.0	$ 47,042	44.5%
Maintenance I	AFSCME LOCAL 1670 F/T	1	2.0	$ 87,204	1.0	$ 43,431	(1.0)	$ (43,773)	-50.2%
Total Full-Time Positions			21.0	**$ 1,358,506**	21.0	**$ 1,378,994**	0.0	**$ 20,488**	**1.5%**
PART-TIME FUNDING									
Clerk Typist	CWA P/T			$ 30,737		$ 32,610		$ 1,873	6.1%
Seasonal				$ 14,400		$ 14,400		$ -	0.0%
Intern				$ 6,500		$ 6,500		$ -	0.0%
Total Part-Time Funding				**$ 51,637**		**$ 53,510**		**$ 1,873**	**3.6%**
OTHER									
Service Award				$ 24,159		$ 26,102		$ 1,943	8.0%
Sick Pay				$ 13,845		$ 15,352		$ 1,507	10.9%
Overtime				$ 168,300		$ 185,000		$ 16,700	9.9%
Shift Differential				$ 3,120		$ 5,800		$ 2,680	85.9%
Holiday Premium				$ 16,728		$ 16,000		$ (728)	-4.4%
Weekend Premium				$ 2,193		$ 2,193		$ -	0.0%
Uniform Allowance				$ 7,920		$ 7,920		$ -	0.0%
Device Reimbursements				$ 4,800		$ 5,400		$ 600	12.5%
Total Other				**$ 241,065**		**$ 263,767**		**$ 22,702**	**9.4%**
Total All			**21.0**	**$ 1,651,208**	**21.0**	**$ 1,696,271**	**0.0**	**$ 45,063**	**2.7%**

* 2019 and 2020 total funding for Equipment Operator postions includes 1 FTE that is currently unfunded.
** In 2019, GIS Technician was realigned from the Information Technology Division to the Water Division.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5295202	6020	Supervisory	$ 328,482	$ 352,194	$ 361,039	$ 381,809	$ 388,498	$ 387,153
5295202	6030	Engineering/Technical	67,431	69,433	2,747	853	-	-
5295202	6050	Information Technology	-	-	-	-	55,040	58,377
5295202	6080	Clerical	65,008	77,158	82,006	83,291	89,472	93,611
5295202	6200	Line Maintenance	369,099	375,186	416,772	385,101	429,968	436,569
5295202	6210	Inspectors	65,741	68,091	99,470	57,703	60,947	64,643
5295202	6220	Plant Operators	253,466	270,781	279,200	288,853	299,293	305,221
5295202	6230	Maintenance Workers	144,526	168,899	30,601	65,230	66,025	66,030
5295202	6240	Sweeper Operator	49,435	53,156	2,058	-	-	-
5295202	6580	Service Award	24,517	26,738	20,465	22,944	24,159	26,102
5295202	6590	Sick Pay	11,222	9,755	7,002	7,355	13,845	15,352
5295202	6610	Seasonal	574	11,086	11,018	10,652	14,400	14,400
5295202	6615	Interns	-	5,964	5,122	5,077	6,500	6,500
5295202	6620	Overtime	187,563	190,007	156,324	173,272	168,300	185,000
5295202	6621	Shift Differential	5,928	5,680	5,733	5,812	3,120	5,800
5295202	6622	Holiday Premium	14,804	13,625	14,166	15,302	16,728	16,000
5295202	6623	Weekend Premium	589	1,763	2,339	3,497	2,193	2,193
5295202	6880	Uniform Allowance	4,945	5,220	7,925	7,570	7,920	7,920
5295202	6885	Device Reimbursement	-	-	-	4,625	4,800	5,400
5295202	6920	Unemployment Comp. Ins.	10,046	9,151	7,449	5,749	5,544	6,491
5295202	6930	Social Security Taxes	114,521	124,026	113,247	110,462	118,946	123,404
5295202	6940	City Pension Plan	302,329	377,537	308,246	318,589	282,340	301,725
5295202	6941	Defined Contribution 401(a) Plan	15,251	15,945	19,752	24,965	33,057	42,975
5295202	6950	Term Life Insurance	5,954	5,744	5,235	5,533	6,090	6,197
5295202	6960	Group Hospitalization Ins.	308,997	310,917	255,770	254,522	296,814	304,566
5295202	6961	Long-Term Disability Ins.	2,428	2,341	2,063	2,191	2,413	3,135
5295202	6962	Dental Insurance	19,818	19,175	16,009	14,287	16,497	16,734
5295202	6963	Flexible Spending Account	142	215	194	189	189	189
5295202	6964	Health Savings Account	1,500	1,500	1,500	1,500	1,500	1,500
5295202	6965	Post-Employment Benefits	102,719	122,776	115,433	(142,700)	62,760	67,503
5295202	6966	Retirement Health Savings Account	4,265	4,018	5,071	6,977	9,800	11,368
5295202	6967	Emergency Room Reimbursements	2,400	1,600	4,347	2,775	2,900	2,900
5295202	6968	Vision Insurance Premiums	771	1,032	902	869	963	990
TOTAL PERSONNEL SERVICES			**$ 2,484,471**	**$ 2,700,713**	**$ 2,359,205**	**$ 2,124,854**	**$ 2,491,021**	**$ 2,585,948**

*Please note, in 2017 several employees were transferred to the Stormwater Division.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5295203	7080	Pumping Station Electric	$ 39,394	$ 35,483	$ 33,948	$ 30,585	$ 40,000	$ 40,000
5295203	7090	Treatment Plant Chemicals	88,206	89,237	101,900	110,796	153,500	150,000
5295203	7110	Safety Shoes and Supplies	6,071	3,774	7,401	7,220	6,000	7,500
5295203	7130	Tools, Field Sup., & Small Eq.	18,011	14,398	13,432	14,604	10,000	14,000
5295203	7131	Information Technology Supplies	-	7,640	-	-	-	1,261
5295203	7140	Uniforms	-	-	-	58	-	-
5295203	7150	Office Supplies	2,240	2,059	3,427	4,981	3,250	4,000
5295203	7260	Line Maintenance	60,106	67,960	108,918	85,119	110,000	110,000
5295203	7270	Station and Well Maintenance	5,649	94	2,212	1,834	3,500	10,000
5295203	7275	Reservoir Maintenance	(477)	6,524	4,428	8,170	7,500	7,500
5295203	7280	Treatment Plant Maintenance	19,315	24,724	4,932	15,616	35,000	35,000
5295203	7300	Machinery & Equipment Maint.	-	109	-	-	-	-
5295203	7320	Well Maintenance	3,332	23	673	11,088	-	-
5295203	7330	Water Meters	23,006	57,346	49,450	39,172	35,000	40,000
5295203	7401	Stormwater Program Supplies	759	3,465	-	-	-	-
5295203	7440	Conservation Program	2,390	1,580	-	-	1,000	1,000
5295203	7540	Inventory Adjustment	7,027	(17,498)	817	(9,285)	-	-
5295203	7550	Miscellaneous Supplies	851	120	75	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 275,880**	**$ 297,038**	**$ 331,613**	**$ 319,958**	**$ 404,750**	**$ 420,261**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5295204	8020	Advertising	$ 1,826	$ 1,745	$ 2,203	$ 8,154	$ 3,500	$ 2,000
5295204	8030	Casualty Insurance	137,470	151,457	23,665	25,148	28,320	26,400
5295204	8031	Insurance - Property	-	-	56,896	90,456	83,140	85,120
5295204	8032	Insurance - Auto	-	-	13,918	26,793	27,165	17,940
5295204	8033	Insurance - Broker	-	-	9,561	12,681	12,880	12,864
5295204	8035	Insurance - Worker's Compensation	-	-	-	-	14,579	48,450
5295204	8040	Merchant Fees and Discounts	88,234	86,537	103,232	102,842	100,000	100,000
5295204	8050	Phone/Communications	6,056	5,775	9,937	3,277	5,200	480
5295204	8120	Outside Engineering (1)	72,846	137,810	65,186	37,953	115,000	115,000
5295204	8130	Building & Equipment Rental	489	655	2,236	4,382	3,500	3,500
5295204	8131	Information Technology Cont'l	41,157	24,110	68,642	44,836	81,114	82,586
5295204	8150	Water Service Contracts	81,779	73,914	53,075	73,061	76,000	85,000
5295204	8260	Line Maintenance	81,426	31,321	8,205	42,213	65,000	50,000
5295204	8270	Station Maintenance	13,369	5,884	7,135	6,488	7,500	7,500
5295204	8275	Reservoir Maintenance	26,493	38,635	14,707	24,673	30,000	30,000
5295204	8280	Treatment Plant Maintenance	70,017	94,370	72,617	82,964	83,000	90,000
5295204	8300	Machinery & Equip. Maint.	364	-	-	-	-	-
5295204	8312	Fleet & Facilities Services	-	-	145,354	319,113	171,505	175,714
5295204	8320	Well Maintenance	10,450	5,975	15,750	3,857	20,000	20,000
5295204	8325	Tank Cleaning and Inspection	-	28,195	6,400	2,500	10,000	10,000
5295204	8330	Meter Testing and Repairs	6	1,262	237	204	5,000	5,000
5295204	8401	Stormwater Program Contractual	18,109	10,878	-	-	-	-
5295204	8440	Conservation Program	-	-	-	-	1,000	-
5295204	8460	Street Sweeping Contract	1,205	-	-	-	-	-
5295204	8550	Misc. Contracted Services	90,627	33,686	5,919	6,456	10,000	10,000
5295204	8899	Mowing Contract	25,172	25,069	14,370	21,630	20,000	22,000
TOTAL CONTRACTUAL SERVICES			**$ 767,095**	**$ 757,278**	**$ 699,245**	**$ 939,681**	**$ 973,403**	**$ 999,554**

(1) 2016 includes additional funding for a rate study.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5295205	9002	Subvention - Aetna Hook and Ladder	$ -	$ -	$ -	$ -	$ 3,300	$ 3,300
5295205	9010	Bad Debt Expense	736	1,287	389	25,696	1,791	5,384
5295205	9020	Mileage & Small Bus. Expense	-	8	4,638	4	-	-
5295205	9040	Dues & Professional Organizations	3,630	4,025	-	-	-	-
5295205	9051	Debt Service Principal	1,020,000	1,040,000	1,070,000	1,095,000	1,140,000	1,185,000
5295205	9052	Debt Service Interest	234,400	213,883	192,908	168,169	144,900	110,700
5295205	9054	Amortization of Refinance Loss	34,443	34,443	34,443	34,443	34,443	34,443
5295205	9056	Debt Service Principal - Smart Meters	320,675	327,730	334,940	342,320	349,851	357,548
5295205	9057	Debt Service Interest - Smart Meters	104,852	97,797	90,587	83,221	75,690	67,993
5295205	9058	Debt Service Principal - ECM	40,745	33,167	33,832	34,510	35,202	35,908
5295205	9059	Debt Service Interest - ECM	4,964	3,294	3,809	3,131	2,439	1,733
5295205	9060	Depreciation Expense	78,714	81,335	84,619	67,041	74,753	85,156
5295205	9151	Debt Service Interest - SRL Funded Capital	-	-	-	-	-	115,000
5295205	9070	Training & Continuing Educ/Conf	2,490	2,398	5,133	3,236	8,600	8,600
5295205	9099	Contingencies	-	706	-	-	-	-
TOTAL OTHER CHARGES			**$ 1,845,649**	**$ 1,840,073**	**$ 1,855,298**	**$ 1,856,771**	**$ 1,870,969**	**$ 2,010,765**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Administrative Overhead	$ 302,604	$ 327,177	$ 489,945	$ 362,695	$ 371,258	$ 406,381
Billings and Accounting	100,394	109,688	130,505	63,628	78,817	84,286
Buildings and Grounds	3,322	11,404	-	-	-	-
Electricity	229,298	240,710	201,211	208,527	193,282	177,828
Information Technology	224,542	199,366	83,848	86,381	68,930	90,640
Other Indirect Charges	(128,885)	(115,776)	(130,442)	(196,649)	(147,214)	(147,214)
Printing and Reproduction	1,330	2,624	108	100	146	146
Vehicle and Equipment	155,058	144,011	-	-	-	-
Warehousing	16,764	31,595	22,819	29,653	17,069	18,535
TOTAL INTER-DEPT. CHARGES	**$ 904,427**	**$ 950,799**	**$ 797,994**	**$ 554,335**	**$ 582,288**	**$ 630,602**

OPERATING EXPENSES - WATER DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 1,220,253**	**$ 1,196,003**	**$ 6,043,355**	**$ 5,795,599**	**$ 6,322,431**	**$ 6,647,130**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Water Fund - Public Works and Water Resources Department - Water Division

Expenditures:

CAPITAL PROJECTS BUDGET			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5295206	9580	Consulting Fees	$ 59,418	$ -	$ -	$ -	$ -	$ -
5295206	9622	Machinery & Equipment	27,239	87,011	-	20,733	-	-
5295206	9623	Autos & Trucks	-	-	-	-	38,624	89,155
5295206	9740	CIP - Water Treat. Plant Mat'l	-	14,355	-	-	25,000	-
5295206	9760	CIP - Lines Material	239,263	1,308,373	509,965	20,000	239,450	58,000
5295206	9840	CIP - Water Treat. Plant Labor	13,910	6,930	-	-	-	-
5295206	9860	CIP - Lines Labor	2,938	10,542	20,756	-	-	-
5295206	9960	CIP - Lines Contractual	1,008,887	977	238,440	-	110,550	-
TOTAL CAPITAL PROJECTS BUDGET			**$ 1,351,655**	**$ 1,428,188**	**$ 769,161**	**$ 40,733**	**$ 413,624**	**$ 147,155**

CAPITAL PROJECT NUMBER AND DESCRIPTION		CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
W1701	Valve Inspection, Exercising and Rehabilitation	$ -	$ 165,000	$ -	$ -	$ -	$ -	$ -
W1601	Backup Generation at Water Facilities	-	50,000	-	75,000	-	-	-
W1402	Air Stripper Replacement/Storage Tank Config.	-	-	-	-	-	2,582,695	-
W0503	Well Restoration	58,000	-	-	-	-	-	-
W9302	SCADA System	-	-	-	-	-	350,000	-
W9308	Water Main Renovation Program	-	-	-	-	-	1,000,000	-
W8605	Water Tank Maintenance	-	-	-	-	-	450,000	-
WEQSF	Vehicle Replacement Program	89,155	-	213,546	-	-	-	-
TOTAL WATER FUND		**$ 147,155**	**$ 215,000**	**$ 213,546**	**$ 75,000**	**$ -**	**$ 4,382,695**	**$ -**

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Sewer Fund - Public Works and Water Resources Department - Sewer Division

Summary:

SEWER DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
REVENUES						
Sewer Service Charge	$ 6,693,431	$ 7,149,429	$ 7,018,863	$ 6,875,000	$ 7,634,150	$ 7,809,106
Penalties	12,752	23,591	22,094	16,385	19,500	21,310
Service Fees	3,302	749	479	1,000	500	630
Other Revenues	99	37,239	62,435	-	15,900	17,650
Interest Revenue	28,310	29,323	36,020	29,100	31,000	32,140
Subtotal	$ 6,737,894	$ 7,240,331	$ 7,139,891	$ 6,921,485	$ 7,701,050	$ 7,880,836
Less: County Sewer Charge	4,552,004	N/A	N/A	N/A	N/A	N/A
Gross Operating Revenue	$ 2,185,890	$ 7,240,331	$ 7,139,891	$ 6,921,485	$ 7,701,050	$ 7,880,836
OPERATING EXPENSES						
Personnel Services	$ 145,450	$ 285,547	$ 335,085	$ 345,956	$ 356,592	$ 365,885
Utility Purchases	N/A	4,609,867	4,639,046	4,719,771	5,286,144	5,600,000
Materials & Supplies	19,392	12,713	20,837	24,638	29,000	28,261
Contractual Services	221,938	196,195	255,430	276,530	356,678	332,377
Other Charges	3,304	21,419	50,889	39,223	68,817	78,676
Subtotal	$ 390,084	$ 5,125,741	$ 5,301,287	$ 5,406,118	$ 6,097,231	$ 6,405,199
Inter-Dept. Charges	442,114	392,847	439,866	329,871	293,615	323,013
Total Operating Expenses	$ 832,198	$ 5,518,588	$ 5,741,153	$ 5,735,989	$ 6,390,846	$ 6,728,212
Net Operating Margin (Before Capital Costs)	**$ 1,353,692**	**$ 1,721,743**	**$ 1,398,738**	**$ 1,185,496**	**$ 1,310,204**	**$ 1,152,624**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2020
SEWER DIVISION

Title	Union Affiliation	Grade	2019 # of Positions		2019 Approved	2020 # of Positions		2020 Requested	Position Difference		$ Difference	% Change
FULL-TIME POSITIONS												
Maintenance IV	AFSCME LOCAL 1670 F/T	8	2.0	$	115,677	2.0	$	118,380	0.0	$	2,703	2.3%
Equipment Operator	AFSCME LOCAL 1670 F/T	3	2.0	$	100,676	2.0	$	102,838	0.0	$	2,162	2.1%
Total Full-Time Positions			4.0	**$**	**216,353**	4.0	**$**	**221,218**	0.0	**$**	**4,865**	**2.2%**
PART-TIME FUNDING												
Intern				$	6,500		$	6,500		$	-	0.0%
Total Part-Time Funding				**$**	**6,500**		**$**	**6,500**		**$**	**-**	**0.0%**
OTHER												
Service Award				$	1,579		$	1,678		$	99	6.3%
Sick Pay				$	1,046		$	1,240		$	194	18.5%
Overtime				$	15,300		$	17,000		$	1,700	11.1%
Uniform Allowance				$	2,400		$	2,400		$	-	0.0%
Device Reimbursements				$	900		$	1,200		$	300	33.3%
Total Other				**$**	**21,225**		**$**	**23,518**		**$**	**2,293**	**10.8%**
Total All			**4.0**	**$**	**244,078**	**4.0**	**$**	**251,236**	**0.0**	**$**	**7,158**	**2.9%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Sewer Fund - Public Works and Water Resources Department - Sewer Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5395302	6200	Line Maintenance	$ 78,105	$ 168,187	$ 203,280	$ 201,600	$ 216,353	$ 221,218
5395302	6580	Service Award	2,219	1,351	1,413	1,412	1,579	1,678
5395302	6590	Sick Pay	1,154	1,262	5,008	1,008	1,046	1,240
5395302	6615	Interns	4,254	3,960	5,252	5,928	6,500	6,500
5395302	6620	Overtime	4,184	13,254	18,635	20,672	15,300	17,000
5395302	6880	Uniform Allowance	550	1,075	2,350	2,400	2,400	2,400
5395302	6885	Device Reimbursement	-	-	-	1,200	900	1,200
5395302	6920	Unemployment Comp. Ins.	758	1,792	1,876	1,213	1,099	1,424
5395302	6930	Social Security Taxes	6,699	14,192	17,800	17,579	18,959	18,719
5395302	6940	City Pension Plan	11,950	18,470	16,028	27,148	18,620	22,654
5395302	6941	Defined Contribution 401(a) Plan	516	7,524	9,313	10,102	11,694	11,276
5395302	6950	Term Life Insurance	461	933	827	968	1,099	1,070
5395302	6960	Group Hospitalization Ins.	24,188	41,801	40,901	41,885	47,953	44,837
5395302	6961	Long-Term Disability Ins.	179	360	313	367	414	513
5395302	6962	Dental Insurance	1,620	2,687	2,450	2,331	2,577	2,519
5395302	6963	Flexible Spending Account	63	42	-	-	11	63
5395302	6964	HSA City Contributions	-	-	-	750	750	1,500
5395302	6965	Post-Employment Benefits	8,171	4,961	5,620	5,062	4,140	5,068
5395302	6966	Retirement Health Savings Account	302	3,554	3,869	4,129	4,430	4,263
5395302	6967	Emergency Room Reimbursements	-	-	-	50	604	580
5395302	6968	Vision Insurance Premiums	77	142	150	152	164	163
TOTAL PERSONNEL SERVICES			**$ 145,450**	**$ 285,547**	**$ 335,085**	**$ 345,956**	**$ 356,592**	**$ 365,885**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Sewer Fund - Public Works and Water Resources Department - Sewer Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5395303	7110	Safety Shoes and Supplies	$ 29	$ 790	$ 700	$ 818	$ 1,500	$ 1,500
5395303	7130	Tools, Field Sup., & Small Eq.	8,137	2,215	6,077	7,168	10,000	8,000
5395303	7131	Information Technology Supplies	-	-	-	-	-	1,261
5395303	7260	Line Maintenance	11,366	9,641	13,520	16,498	16,000	16,000
5395303	7270	Station Maintenance	552	187	376	827	1,500	1,500
5395303	7540	Inventory Adjustment	(704)	(120)	164	(673)	-	-
5395303	7550	Miscellaneous Supplies	12	-	-	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 19,392**	**$ 12,713**	**$ 20,837**	**$ 24,638**	**$ 29,000**	**$ 28,261**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5395304	8030	Casualty Insurance	$ 1,069	$ 3,764	$ 1,952	$ 1,956	$ 2,110	$ 2,100
5395304	8031	Insurance - Property	-	-	1,528	2,473	2,420	2,470
5395304	8032	Insurance - Auto	-	-	-	-	-	2,110
5395304	8033	Insurance - Broker	-	-	333	442	420	448
5395304	8035	Insurance - Worker's Compensation	-	-	-	-	3,443	11,050
5395304	8040	Merchant Fees and Discounts	65,613	65,261	75,849	76,384	75,000	75,000
5395304	8050	Phone/Communications	20	-	1,375	-	400	-
5395304	8120	Outside Engineering	29,263	49,001	27,171	18,246	40,000	40,000
5395304	8131	Information Technology Cont'l	18,423	17,667	53,034	36,215	71,085	63,692
5395304	8260	Line Maintenance	101,318	42,164	50,442	34,041	100,000	75,000
5395304	8265	Easement Clearing	-	15,386	3,716	3,100	15,000	12,500
5395304	8270	Station Maintenance	6,232	2,952	14,950	8,418	15,000	15,000
5395304	8312	Fleet & Facilities Services	-	-	25,620	94,711	31,800	33,007
5395304	8550	Misc. Contracted Services	-	-	(540)	544	-	-
TOTAL CONTRACTUAL SERVICES			**$ 221,938**	**$ 196,195**	**$ 255,430**	**$ 276,530**	**$ 356,678**	**$ 332,377**

Sewer Fund - Public Works and Water Resources Department - Sewer Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5395305	9002	Subvention - Aetna Hook and Ladder	$ -	$ -	$ -	$ -	$ 3,500	$ 3,500
5395305	9010	Bad Debt Expense	518	876	225	1,108	892	2,590
5395505	9161	Debt Service Interest - SRL Funded Capital	-	-	-	-	-	35,000
5395305	9060	Depreciation Expense	2,586	19,482	49,152	36,379	61,925	35,086
5395305	9070	Training & Continuing Educ/Conf	200	355	1,512	1,736	2,500	2,500
5395305	9099	Contingencies	-	706	-	-	-	-
TOTAL OTHER CHARGES			**$ 3,304**	**$ 21,419**	**$ 50,889**	**$ 39,223**	**$ 68,817**	**$ 78,676**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Administrative Overhead	$ 114,083	$ 122,005	$ 221,346	$ 119,707	$ 132,454	$ 139,004
Billings and Accounting	81,919	89,924	96,055	45,564	57,966	59,717
Buildings and Grounds	1,122	3,851	-	-	-	-
Electricity	12,598	12,810	10,911	12,227	10,483	9,628
Information Technology	224,542	199,366	83,848	86,381	68,930	90,640
Other Indirect Charges	6,005	(42,465)	25,670	63,169	22,259	22,259
Vehicle and Equipment	302	4,440	-	-	-	-
Warehousing	1,543	2,916	2,036	2,823	1,523	1,765
TOTAL INTER-DEPT. CHARGES	**$ 442,114**	**$ 392,847**	**$ 439,866**	**$ 329,871**	**$ 293,615**	**$ 323,013**

OPERATING EXPENSES - SEWER DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 442,666**	**$ 393,034**	**$ 1,102,107**	**$ 1,016,218**	**$ 1,104,702**	**$ 1,128,212**

Sewer Fund - Public Works and Water Resources Department - Sewer Division

Expenditures:

CAPITAL PROJECTS BUDGET			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5395306	9580	Consulting Fees	$ 59,614	$ 58,884	$ 116,162	$ 66,855	$ -	$ -
5395306	9622	Machinery & Equipment	-	-	26,022	-	-	-
5395306	9760	CIP - Lines Material	143,430	38,248	375,080	294,229	55,000	-
5395306	9860	CIP - Lines Labor	-	-	-	11,153	-	-
5395306	9960	CIP - Lines & Streets Contractual	149,528	-	-	-	-	-
TOTAL CAPITAL PROJECTS BUDGET			**$ 352,572**	**$ 97,132**	**$ 517,264**	**$ 372,237**	**$ 55,000**	**$ -**

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
S0904 Sanitary Sewer Study and Repairs	$ -	$ -	$ -	$ -	$ -	$ 1,000,000	$ -
TOTAL SEWER FUND	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,000,000**	**$ -**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Summary:

STORMWATER DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
REVENUES						
Stormwater Service Fees	$ -	$ -	$ -	$ 2,017,166	$ 2,280,000	$ 2,350,000
Stormwater Penalties	-	-	-	10,550	1,600	23,000
Stormwater Plan Review Fees	-	-	-	-	5,200	5,200
Stormwater As-Built Review	-	-	750	-	-	-
Sediment & SWM Review Fee	-	-	6,965	9,310	6,900	11,510
Sediment & SWM Inspection	-	-	1,250	11,750	8,500	13,675
SWM Facility Annual Inspection	-	-	19,100	22,570	31,700	31,700
Interest	-	-	-	9,365	1,000	5,500
Stormwater Management Fees	-	-	-	-	900	900
Misc Revenue	-	-	-	400	600	200
Gross Operating Revenue	$ -	$ -	$ 28,065	$ 2,081,111	$ 2,336,400	$ 2,441,685
OPERATING EXPENSES						
Personnel Services	$ -	$ -	$ 507,546	$ 847,273	$ 627,582	$ 618,045
Materials and Supplies	-	-	16,016	16,779	26,100	27,100
Contractual Services	-	-	242,796	171,051	234,542	262,036
Other Charges	-	-	679	27,714	72,035	227,083
Subtotal	$ -	$ -	$ 767,037	$ 1,062,817	$ 960,259	$ 1,134,264
Inter-Dept. Charges	-	-	24,644	398,267	394,141	441,526
Total Operating Expenses	$ -	$ -	$ 791,681	$ 1,461,084	$ 1,354,400	$ 1,575,790
Net Operating Margin (Before Capital Costs)	**$ -**	**$ -**	**$ (763,616)**	**$ 620,027**	**$ 982,000**	**$ 865,895**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2020
STORMWATER DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Environmental Program Coordinator	CWA F/T	18	1.0	$ 80,464	1.0	$ 83,667	0.0	$ 3,203	4.0%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	2.0	$ 122,420	2.0	$ 122,430	0.0	$ 10	0.0%
Street Sweeper Operator	AFSCME LOCAL 1670 F/T	7	1.0	$ 58,940	1.0	$ 55,973	0.0	$ (2,967)	-5.0%
Equipment Operator	AFSCME LOCAL 1670 F/T	1	1.0	$ 53,828	1.0	$ 53,832	0.0	$ 4	0.0%
Total Full-Time Positions			5.0	**$ 315,652**	5.0	**$ 315,902**	0.0	**$ 250**	**0.1%**
PART-TIME FUNDING									
Maintenance (PT) Street Sweeper	AFSCME LOCAL 1670 P/T			$ 31,208		$ 15,682		$ (15,526)	-49.8%
Seasonal				$ -		$ 6,500		$ 6,500	100.0%
Intern				$ 6,500		$ 6,500		$ -	0.0%
Total Part-Time Funding				**$ 37,708**		**$ 28,682**		**$ (9,026)**	**-23.9%**
OTHER									
Service Award				$ 12,017		$ 10,489		$ (1,528)	-12.7%
Sick Pay				$ 1,994		$ 2,968		$ 974	48.8%
Overtime				$ 8,000		$ 9,000		$ 1,000	100.0%
Uniform Allowance				$ 2,640		$ 3,240		$ 600	22.7%
Device Reimbursements				$ 1,800		$ 1,500		$ (300)	-16.7%
Total Other				**$ 26,451**		**$ 27,197**		**$ 746**	**2.8%**
Total All			**5.0**	**$ 379,811**	**5.0**	**$ 371,781**	**0.0**	**$ (8,030)**	**-2.1%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5595502	6030	Engineering/Technical	$ -	$ -	$ 68,934	$ 77,233	$ 80,464	$ 83,667
5595502	6200	Line Maintenance	-	-	42,800	52,767	53,828	53,832
5595502	6230	Maintenance Workers	-	-	186,490	153,629	212,568	194,085
5595502	6580	Service Award	-	-	8,761	11,183	12,017	10,489
5595502	6590	Sick Pay	-	-	2,374	1,363	1,994	2,968
5595502	6610	Seasonal Workers	-	-	-	8,332	-	6,500
5595502	6615	Interns	-	-	-	-	6,500	6,500
5595502	6620	Overtime	-	-	8,373	9,105	8,000	9,000
5595502	6623	Weekend Premium	-	-	1,108	-	-	-
5595502	6880	Uniform Allowance	-	-	2,365	2,340	2,640	3,240
5595502	6885	Device Reimbursement	-	-	-	1,250	1,800	1,500
5595502	6920	Unemployment Comp. Ins.	-	-	1,920	1,593	1,630	1,936
5595502	6930	Social Security Taxes	-	-	24,055	23,446	28,980	27,802
5595502	6940	City Pension Plan	-	-	53,409	169,979	97,110	97,305
5595502	6941	Defined Contribution 401(a) Plan	-	-	2,544	164	749	3,778
5595502	6950	Term Life Insurance	-	-	1,344	1,310	1,547	1,483
5595502	6960	Group Hospitalization Ins.	-	-	77,050	81,788	89,617	84,648
5595502	6961	Long-Term Disability Ins.	-	-	512	500	595	732
5595502	6962	Dental Insurance	-	-	4,288	4,490	4,758	4,400
5595502	6963	Admin Fee - Flexible Spending Account	-	-	-	-	10	-
5595502	6965	Post-Employment Benefits	-	-	19,006	245,732	21,590	21,769
5595502	6966	Retirement Health Savings Account	-	-	1,307	85	239	1,421
5595502	6967	Emergency Room Reimbursements	-	-	754	800	750	725
5595502	6968	Vision Insurance Premiums	-	-	152	184	196	265
TOTAL PERSONNEL SERVICES			**$ -**	**$ -**	**$ 507,546**	**$ 847,273**	**$ 627,582**	**$ 618,045**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5595503	7110	Safety Shoes and Supplies	$ -	$ -	$ 1,473	$ 1,510	$ 1,800	$ 2,100
5595503	7130	Tools,Field Sup.,Small Equip.	-	-	623	1,683	1,300	2,000
5595503	7400	Storm Sewer Maintenance	-	-	10,483	10,847	15,000	15,000
5595503	7401	Stormwater Program Supplies	-	-	3,437	2,739	8,000	8,000
TOTAL MATERIALS & SUPPLIES			**$ -**	**$ -**	**$ 16,016**	**$ 16,779**	**$ 26,100**	**$ 27,100**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5595504	8030	Casualty Insurance	$ -	$ -	$ -	$ -	$ -	$ 2,100
5595504	8032	Insurance - Auto	-	-	-	-	-	5,276
5595504	8035	Insurance - Worker's Compensation	-	-	-	-	4,862	16,150
5595504	8040	Merchant Fees and Discounts	-	-	-	13,237	-	15,000
5595504	8050	Phone/Communications	-	-	900	-	-	-
5595504	8120	Outside Engineering	-	-	164,162	16,667	91,645	100,000
5595504	8130	Bldg. & Equip. Rental	-	-	-	-	2,500	2,500
5595504	8131	Information Technology Cont'l	-	-	-	17,215	28,038	20,304
5595504	8312	Fleet & Facilities Services	-	-	62,837	106,111	71,497	72,706
5595504	8401	Stormwater Program Contractual	-	-	14,897	10,362	36,000	28,000
5595504	8550	Misc. Contracted Svc.	-	-	-	7,459	-	-
TOTAL CONTRACTUAL SERVICES			**$ -**	**$ -**	**$ 242,796**	**$ 171,051**	**$ 234,542**	**$ 262,036**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5595505	9163	Debt Service Interest - SRL Funded Capital	$ -	$ -	$ -	$ -	$ -	$ 120,000
5595505	9060	Depreciation Expense	-	-	-	17,016	17,835	52,283
5595505	9070	Training & Continuing Educ/Conf	-	-	679	2,804	3,200	3,200
5595505	9084	Annual Regulatory Fees	-	-	-	-	1,000	1,600
5595505	9095	Stormwater Grant Program	-	-	-	7,894	50,000	50,000
TOTAL OTHER CHARGES			**$ -**	**$ -**	**$ 679**	**$ 27,714**	**$ 72,035**	**$ 227,083**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Administrative Overhead	$ -	$ -	$ -	$ 229,706	$ 244,018	$ 268,115
Billings and Accounting	-	-	-	35,922	56,492	58,125
Electric Used	-	-	711	727	683	628
Information Technology	-	-	-	86,381	68,930	90,640
Other Indirect Charges	-	-	23,907	45,507	23,983	23,983
Printing and Reproduction	-	-	26	24	35	35
TOTAL INTER-DEPT. CHARGES	**$ -**	**$ -**	**$ 24,644**	**$ 398,267**	**$ 394,141**	**$ 441,526**

OPERATING EXPENSES - STORMWATER DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ -**	**$ -**	**$ 791,681**	**$ 1,461,084**	**$ 1,354,400**	**$ 1,575,790**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Stormwater Fund - Public Works and Water Resources Department - Stormwater Division

Expenditures:

CAPITAL PROJECTS BUDGET			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5595506	9580	Capital Project Consulting Fees	$ -	$ -	$ -	$ 55,863	$ -	$ -
5595506	9623	CIP - Autos and Trucks	-	-	-	-	153,625	-
5595506	9720	CIP - Storm Sewers Material	-	-	-	879,791	604,500	500,000
5595506	9860	CIP - Lines Labor	-	-	-	-	-	16,053
TOTAL CAPITAL PROJECTS BUDGET			**$ -**	**$ -**	**$ -**	**$ 935,654**	**$ 758,125**	**$ 516,053**

CAPITAL PROJECT NUMBER AND DESCRIPTION		CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
Q1802	Rodney Regional Stormwater Park	$ -	$ -	$ -	$ -	$ -	$ 5,977,353	$ -
Q1301	Storm Drainage Improvements (H1301)	466,053	-	-	-	-	-	-
Q0101	NPDES Phase II Stormwater Quality (T0101)	50,000	20,000	-	-	-	-	-
QEQSF	Equipment Replacement Program	-	-	13,489	16,511	-	-	-
TOTAL STORMWATER DIVISION		**$ 516,053**	**$ 20,000**	**$ 13,489**	**$ 16,511**	**$ -**	**$ 5,977,353**	**$ -**

General Fund - Public Works and Water Resources Department - Refuse Division

Summary:

REFUSE DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 750,536	$ 835,614	$ 872,399	$ 931,668	$ 958,270	$ 995,002
Materials and Supplies	14,830	6,181	33,034	30,210	27,700	30,200
Contractual Services	540,995	494,726	799,597	1,057,247	899,667	924,082
Other Charges	142,825	180,526	207,346	215,937	228,761	219,625
Subtotal	$ 1,449,186	$ 1,517,047	$ 1,912,376	$ 2,235,062	$ 2,114,398	$ 2,168,909
Inter-Dept. Charges	504,465	422,609	96,633	83,086	104,320	102,648
Total Operating Expenses	**$ 1,953,651**	**$ 1,939,656**	**$ 2,009,009**	**$ 2,318,148**	**$ 2,218,718**	**$ 2,271,557**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2020
REFUSE DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Refuse Coordinator	AFSCME LOCAL 1670 F/T	10	1.0	$ 61,765	1.0	$ 63,702	0.0	$ 1,937	3.1%
Refuse Driver/Collector	AFSCME LOCAL 1670 F/T	8	4.0	$ 244,840	4.0	$ 244,860	0.0	$ 20	0.0%
Refuse Driver II	AFSCME LOCAL 1670 F/T	8	1.0	$ 61,210	1.0	$ 61,215	0.0	$ 5	0.0%
Refuse Driver I	AFSCME LOCAL 1670 F/T	6	1.0	$ 56,542	1.0	$ 56,546	0.0	$ 4	0.0%
Refuse Collector	AFSCME LOCAL 1670 F/T	3	1.0	$ 49,642	2.0	$ 85,708	1.0	$ 36,066	72.7%
Maintenance I	AFSCME LOCAL 1670 F/T	1	1.0	$ 44,223		$ -	(1.0)	$ (44,223)	-100.0%
Total Full-Time Positions			9.0	**$ 518,222**	9.0	**$ 512,031**	0.0	**$ (6,191)**	**-1.2%**
PART-TIME FUNDING									
Seasonal				$ -		$ 6,000		$ 6,000	100.0%
Total Part-Time Funding				**$ -**		**$ 6,000**		**$ 6,000**	**100.0%**
OTHER									
Service Award				$ 14,987		$ 15,573		$ 586	3.9%
Sick Pay				$ 3,133		$ 3,230		$ 97	3.1%
Overtime				$ 17,500		$ 15,000		$ (2,500)	-14.3%
Uniform Allowance				$ 5,400		$ 4,800		$ (600)	-11.1%
Device Reimbursements				$ 2,450		$ 2,700		$ 250	10.2%
Total Other				**$ 43,470**		**$ 41,303**		**$ (2,167)**	**-5.0%**
Total All			**9.0**	**$ 561,692**	**9.0**	**$ 559,334**	**0.0**	**$ (2,358)**	**-0.4%**

General Fund - Public Works and Water Resources Department - Refuse Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0141042	6240	Refuse Workers	$ 412,797	$ 484,401	$ 501,880	$ 496,251	$ 518,222	$ 512,031
0141042	6580	Service Award	13,582	15,795	13,370	14,084	14,987	15,573
0141042	6590	Sick Pay	2,600	2,082	1,245	840	3,133	3,230
0141042	6610	Seasonal	-	-	-	-	-	6,000
0141042	6620	Overtime	19,554	17,276	13,138	20,666	17,500	15,000
0141042	6880	Uniform Allowance	2,350	2,725	5,300	5,350	5,400	4,800
0141042	6885	Device Reimbursement	-	-	-	3,000	2,450	2,700
0141042	6920	Unemployment Comp. Ins.	3,653	3,874	3,325	2,643	2,376	2,712
0141042	6930	Social Security Taxes	33,198	34,721	37,497	39,012	40,943	40,757
0141042	6940	City Pension Plan	104,442	100,455	86,591	97,473	111,550	135,748
0141042	6941	Defined Contribution 401(a) Plan	420	3,182	8,413	10,319	11,300	11,207
0141042	6950	Term Life Insurance	1,868	1,945	2,133	2,412	2,518	2,489
0141042	6960	Group Hospitalization Ins.	129,704	140,650	153,021	176,372	187,158	195,484
0141042	6961	Long-Term Disability Ins.	800	824	816	914	947	1,193
0141042	6962	Dental Insurance	8,789	8,907	9,266	8,919	9,043	9,673
0141042	6964	Health Savings Account	750	750	750	750	-	-
0141042	6965	Post-Employment Benefits	15,148	15,797	30,931	48,093	24,800	30,371
0141042	6966	Retirement Health Savings Account	203	1,442	3,503	4,137	4,200	4,263
0141042	6967	Emergency Room Reimbursements	400	400	800	-	1,305	1,305
0141042	6968	Vision Insurance Premiums	278	388	420	433	438	466
TOTAL PERSONNEL SERVICES			**$ 750,536**	**$ 835,614**	**$ 872,399**	**$ 931,668**	**$ 958,270**	**$ 995,002**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Refuse Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0141043	7110	Safety Shoes and Supplies	$ 1,565	$ 966	$ 1,551	$ 1,696	$ 2,700	$ 2,700
0141043	7130	Tools, Field Sup., & Small Eq.	58	429	1,297	1,364	1,500	1,000
0141043	7132	Collection Carts	8,250	2,738	27,557	27,150	21,000	25,000
0141043	7191	Yard Waste	-	313	180	-	-	-
0141043	7270	Station Maintenance	289	-	2,067	-	2,500	1,500
0141043	7462	Recycling Supplies	4,456	688	382	-	-	-
0141043	7540	Inventory Adjustment	-	1,047	-	-	-	-
0141043	7550	Miscellaneous Supplies	212	-	-	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 14,830**	**$ 6,181**	**$ 33,034**	**$ 30,210**	**$ 27,700**	**$ 30,200**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0141044	8030	Casualty Insurance	$ 22,949	$ 25,947	$ 9,850	$ 5,623	$ 6,735	$ 6,900
0141044	8032	Insurance - Auto	-	-	10,492	20,354	20,645	20,050
0141044	8033	Insurance - Broker	-	-	1,855	2,088	2,520	2,496
0141044	8035	Insurance - Worker's Compensation	-	-	-	-	7,648	25,500
0141044	8050	Phone/Communications	10	123	2,552	-	550	-
0141044	8130	Building & Equipment Rentals	-	-	-	-	2,500	2,500
0141044	8131	Information Technology Cont'l	-	-	879	80	347	347
0141044	8190	Refuse Disposal-Landfill	502,103	468,656	426,636	471,956	457,000	463,000
0141044	8191	Yard Waste	15,000	-	26,967	49,005	40,000	35,000
0141044	8200	Printing & Reproduction	380	-	1,584	1,029	1,000	2,000
0141044	8250	Building & Grounds Maintenance	-	-	-	-	500	-
0141044	8270	Station Maintenance (Pest Control)	-	-	-	-	500	500
0141044	8312	Fleet & Facilities Services	-	-	318,782	507,112	359,722	365,789
0141044	8550	Misc. Contracted Services	553	-	-	-	-	-
TOTAL CONTRACTUAL SERVICES			**$ 540,995**	**$ 494,726**	**$ 799,597**	**$ 1,057,247**	**$ 899,667**	**$ 924,082**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Refuse Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0141045	9060	Depreciation Expense	$ 142,825	$ 179,520	$ 206,539	$ 215,887	$ 228,011	$ 218,875
0141045	9070	Training & Continuing Educ/Conf	-	300	807	50	750	750
0141045	9099	Contingencies	-	706	-	-	-	-
TOTAL OTHER CHARGES			**$ 142,825**	**$ 180,526**	**$ 207,346**	**$ 215,937**	**$ 228,761**	**$ 219,625**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 24,934	$ 25,714	$ 22,045	$ 27,423	$ 26,328	$ 25,902
Buildings and Grounds	1,090	3,741	-	-	-	-
Electric Used - Transfer Station	2,026	1,618	811	827	783	728
Information Technology	20,740	31,019	48,741	48,209	53,073	51,215
Mailroom and Postage	-	-	-	7	1,129	1,181
Other Indirect Charges	57,825	49,361	23,466	2,296	20,154	20,154
Printing and Reproduction	1,129	2,227	113	105	153	153
Records	-	-	-	1,477	1,610	1,601
Vehicles and Equipment	394,202	306,732	-	-	-	-
Warehousing	2,519	2,197	1,457	2,742	1,090	1,714
TOTAL INTER-DEPT. CHARGES	**$ 504,465**	**$ 422,609**	**$ 96,633**	**$ 83,086**	**$ 104,320**	**$ 102,648**

OPERATING EXPENSES - REFUSE DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 1,045,860**	**$ 918,048**	**$ 2,009,009**	**$ 2,318,148**	**$ 2,218,718**	**$ 2,271,557**

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CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Street Division

Summary:

STREET DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 900,788	$ 905,813	$ 796,131	$ 791,329	$ 749,434	$ 799,488
Materials and Supplies	156,018	111,075	158,955	156,134	143,300	152,000
Contractual Services	43,273	62,207	229,400	509,637	303,313	314,773
Other Charges	132,187	142,774	137,046	110,157	137,667	115,958
Subtotal	$ 1,232,266	$ 1,221,869	$ 1,321,532	$ 1,567,257	$ 1,333,714	$ 1,382,219
Inter-Dept. Charges	669,041	620,769	360,414	350,838	308,992	298,277
Total Operating Expenses	**$ 1,901,307**	**$ 1,842,638**	**$ 1,681,946**	**$ 1,918,095**	**$ 1,642,706**	**$ 1,680,496**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2020
STREET DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
PWWR Supervisor	MGMT	19	1.0	$ 64,659	1.0	$ 69,898	0.0	$ 5,239	8.1%
Heavy Equipment Mech/Operator	AFSCME LOCAL 1670 F/T	10	1.0	$ 61,765	1.0	$ 64,498	0.0	$ 2,733	4.4%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	2.0	$ 122,420	2.0	$ 122,430	0.0	$ 10	0.0%
Maintenance I	AFSCME LOCAL 1670 F/T	5	1.0	$ 44,223		$ -	(1.0)	$ (44,223)	-100.0%
Equipment Operator	AFSCME LOCAL 1670 F/T	3	2.0	$ 104,954	3.0	$ 150,261	1.0	$ 45,307	43.2%
Total Full-Time Positions			7.0	**$ 398,021**	7.0	**$ 407,087**	0.0	**$ 9,066**	**2.3%**
PART-TIME FUNDING									
Seasonal				$ 33,000		$ 39,000		$ 6,000	18.2%
Total Part-Time Funding				**$ 33,000**		**$ 39,000**		**$ 6,000**	**18.2%**
OTHER									
Service Award				$ 6,601		$ 6,884		$ 283	4.3%
Sick Pay				$ 2,470		$ 3,228		$ 758	30.7%
Overtime				$ 40,000		$ 40,000		$ -	0.0%
Uniform Allowance				$ 3,840		$ 3,840		$ -	0.0%
Device Reimbursements				$ 2,400		$ 2,400		$ -	0.0%
Total Other				**$ 55,311**		**$ 56,352**		**$ 1,041**	**1.9%**
Total All			**7.0**	**$ 486,332**	**7.0**	**$ 502,439**	**0.0**	**$ 16,107**	**3.3%**

* Please note, as approved on 6/11/2018 the 2018 Operating Budget was amended by adding $21,000 to line 0111132.6080 (Admin Profession I position) of the Legislative Department and removed $21,000 from line 0131052.6230 (Equipment Operator) of the Street Division. The FTE transfer related to this amendment is shown in 2019.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Street Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0131052	6020	Supervisory	$ 67,675	$ 73,527	$ 93,292	$ 62,348	$ 64,659	$ 69,898
0131052	6230	Maintenance Workers	406,618	417,597	357,836	341,159	333,362	337,189
0131052	6580	Service Award	14,206	14,647	8,988	6,796	6,601	6,884
0131052	6590	Sick Pay	3,297	4,097	2,385	1,376	2,470	3,228
0131052	6610	Seasonal	32,417	19,983	22,796	29,742	33,000	39,000
0131052	6615	Interns	3,900	-	-	-	-	-
0131052	6620	Overtime	59,837	47,810	29,906	41,013	40,000	40,000
0131052	6622	Holiday Premium	-	-	-	491	-	-
0131052	6880	Uniform Allowance	2,580	2,555	4,280	4,040	3,840	3,840
0131052	6885	Device Reimbursement	-	-	-	2,475	2,400	2,400
0131052	6920	Unemployment Comp. Ins.	3,952	3,857	3,227	2,550	1,848	2,376
0131052	6930	Social Security Taxes	40,624	42,177	34,176	34,241	36,183	37,235
0131052	6940	City Pension Plan	97,060	105,672	77,828	92,937	73,900	91,889
0131052	6941	Defined Contribution 401(a) Plan	3,103	4,259	6,256	10,065	11,373	11,638
0131052	6950	Term Life Insurance	2,317	2,301	1,901	1,888	1,930	1,973
0131052	6960	Group Hospitalization Ins.	136,539	139,264	112,685	109,524	108,489	117,715
0131052	6961	Long-Term Disability Ins.	847	840	716	704	727	947
0131052	6962	Dental Insurance	8,787	8,691	7,002	6,155	5,915	6,326
0131052	6964	Health Savings Account	-	-	-	-	750	750
0131052	6965	Post-Employment Benefits	13,764	14,268	28,462	39,574	16,430	20,558
0131052	6966	Retirement Health Savings Account	1,320	1,803	2,405	3,891	4,200	4,263
0131052	6967	Emergency Room Reimbursements	1,601	2,000	1,600	-	1,015	1,015
0131052	6968	Vision Insurance Premiums	344	465	390	360	342	364
TOTAL PERSONNEL SERVICES			**$ 900,788**	**$ 905,813**	**$ 796,131**	**$ 791,329**	**$ 749,434**	**$ 799,488**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Street Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0131053	7110	Safety Shoes & Supplies	$ 3,838	$ 3,614	$ 2,679	$ 1,327	$ 3,500	$ 3,500
0131053	7130	Tools, Field Sup., & Small Eq.	6,342	1,247	28,558	3,159	10,500	3,500
0131053	7140	Uniforms	78	-	-	-	-	-
0131053	7340	Street Signs and Roadway Markings	14,109	20,692	26,480	25,622	28,000	30,000
0131053	7380	Street Maintenance	29,533	37,858	30,044	44,582	60,000	65,000
0131053	7400	Storm Sewer Maintenance	10,128	6,770	2,139	943	-	-
0131053	7450	Salt, Sand, & Snow Removal	75,194	25,004	48,992	53,188	40,000	50,000
0131053	7470	Curb & Gutter Maintenance	12,548	11,623	17,282	24,174	-	-
0131053	7540	Inventory Adjustment	2,970	1,893	725	792	-	-
0131053	7550	Miscellaneous Supplies	1,278	2,374	2,056	2,347	1,300	-
TOTAL MATERIALS & SUPPLIES			**$ 156,018**	**$ 111,075**	**$ 158,955**	**$ 156,134**	**$ 143,300**	**$ 152,000**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0131054	8030	Casualty Insurance	$ 34,605	$ 39,974	$ 11,606	$ 7,203	$ 7,275	$ 7,200
0131054	8031	Insurance - Property	-	-	2,703	4,992	4,230	4,370
0131054	8032	Insurance - Auto	-	-	13,918	26,793	27,165	21,106
0131054	8033	Insurance - Broker	-	-	2,664	3,657	3,555	3,584
0131054	8035	Insurance - Worker's Compensation	-	-	-	-	7,141	23,800
0131054	8050	Phone/Communications	163	142	1,653	158	600	180
0131054	8130	Building & Equipment Rental	-	-	1,806	3,838	5,000	5,000
0131054	8131	Information Technology	-	-	2,255	4,641	5,219	4,987
0131054	8312	Fleet & Facilities Services	-	-	173,986	454,505	207,128	213,546
0131054	8380	Street and Stormwater Maintenance	7,912	14,362	16,999	-	25,000	25,000
0131054	8450	Salt, Sand & Snow Removal	-	-	-	3,441	10,000	5,000
0131054	8550	Misc. Contracted Services	593	7,729	1,810	409	1,000	1,000
TOTAL CONTRACTUAL SERVICES			**$ 43,273**	**$ 62,207**	**$ 229,400**	**$ 509,637**	**$ 303,313**	**$ 314,773**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Street Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0131055	9060	Depreciation Expense	$ 132,067	$ 140,868	$ 136,222	$ 107,481	$ 135,167	$ 113,458
0131055	9070	Training & Continuing Educ/Conf	120	1,200	824	2,676	2,500	2,500
0131055	9099	Contingencies	-	706	-	-	-	-
TOTAL OTHER CHARGES			**$ 132,187**	**$ 142,774**	**$ 137,046**	**$ 110,157**	**$ 137,667**	**$ 115,958**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 33,698	$ 34,597	$ 26,921	$ 20,145	$ 19,347	$ 19,152
Buildings and Grounds	5,894	20,234	-	-	-	-
Electrcity Used	1,526	1,618	717	733	688	633
Information Technology	43,787	65,484	97,475	42,853	47,178	45,527
Mailroom and Postage	-	-	-	5	822	860
Other Indirect Charges	93,256	123,049	89,339	113,344	94,245	94,245
Printing and Reproduction	1,129	2,227	113	105	153	153
Records	-	-	-	1,076	1,173	1,166
Street Lights and Traffic Signals	308,682	192,973	143,745	169,331	143,812	134,512
Vehicles and Equipment	178,933	177,628	-	-	-	-
Warehousing	2,136	2,959	2,104	3,246	1,574	2,029
TOTAL INTER-DEPT. CHARGES	**$ 669,041**	**$ 620,769**	**$ 360,414**	**$ 350,838**	**$ 308,992**	**$ 298,277**

OPERATING EXPENSES - STREET DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 679,513**	**$ 628,004**	**$ 1,681,946**	**$ 1,918,095**	**$ 1,642,706**	**$ 1,680,496**

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General Fund - Public Works and Water Resources Department - Engineering Division

Summary:

ENGINEERING DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 667,242	$ 750,556	$ 827,221	$ 918,674	$ 852,469	$ 893,795
Materials and Supplies	3,240	2,708	5,116	3,112	7,500	7,200
Contractual Services	82,527	43,576	103,069	79,911	124,529	141,483
Other Charges	12,633	13,191	18,674	20,605	24,168	20,083
Subtotal	$ 765,642	$ 810,031	$ 954,080	$ 1,022,302	$ 1,008,666	$ 1,062,561
Inter-Dept. Charges	50,243	60,619	30,125	26,784	47,383	45,528
Total Operating Expenses	**$ 815,885**	**$ 870,650**	**$ 984,205**	**$ 1,049,086**	**$ 1,056,049**	**$ 1,108,089**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2020
ENGINEERING DIVISION

Title	Union Affiliation	Grade	2019 # of Positions		2019 Approved	2020 # of Positions		2020 Requested	Position Difference		$ Difference	% Change
FULL-TIME POSITIONS												
Field Operations Superintendent	MGMT	22	1.0	$	86,378	1.0	$	88,264	0.0	$	1,886	2.2%
Planning and Design Engineer	MGMT	22	1.0	$	83,682	1.0	$	81,151	0.0	$	(2,531)	-3.0%
Engineering Technician II *	CWA F/T	17	1.0	$	30,269	1.0	$	32,105	0.0	$	1,836	6.1%
Chief Surveyor	CWA F/T	15	1.0	$	70,327	1.0	$	73,086	0.0	$	2,759	3.9%
Utility Inspector II	CWA F/T	16		$	-	1.0	$	71,533	1.0	$	71,533	100.0%
Utility Inspector I	CWA F/T	14	3.0	$	180,178	2.0	$	115,896	(1.0)	$	(64,282)	-35.7%
Engineering Technician	CWA F/T	14	1.0	$	64,519	1.0	$	68,402	0.0	$	3,883	6.0%
Total Full-Time Positions			8.0	**$**	**515,353**	8.0	**$**	**530,437**	0.0	**$**	**15,084**	**2.9%**
PART-TIME FUNDING												
Interns				$	13,000		$	13,000		$	-	0.0%
Total Part-Time Funding				**$**	**13,000**		**$**	**13,000**		**$**	**-**	**0.0%**
OTHER												
Service Award				$	6,169		$	6,832		$	663	10.7%
Sick Pay				$	2,941		$	3,167		$	226	7.7%
Overtime				$	20,000		$	20,000		$	-	0.0%
Uniform Allowance				$	1,440		$	1,440		$	-	0.0%
Device Reimbursements				$	600		$	600		$	-	0.0%
Total Other				**$**	**31,150**		**$**	**32,039**		**$**	**889**	**2.9%**
Total All			**8.0**	**$**	**559,503**	**8.0**	**$**	**575,476**	**0.0**	**$**	**15,973**	**2.9%**

* Please be advised that the Engineering Technician II position was partially funded through Capital in 2019 and is budgeted similarly in 2020.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Engineering Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0131072	6020	Supervisory	$ 77,642	$ 81,897	$ 82,413	$ 84,315	$ 86,378	$ 88,264
0131072	6030	Engineering/Technical	191,861	192,972	253,170	234,853	231,442	181,658
0131072	6210	Inspectors	187,274	189,994	182,545	240,055	197,533	260,515
0131072	6580	Service Award	11,692	10,940	5,648	5,691	6,169	6,832
0131072	6590	Sick Pay	4,980	5,263	4,477	3,005	2,941	3,167
0131072	6615	Interns	8,076	14,316	17,121	15,906	13,000	13,000
0131072	6620	Overtime	14,772	19,698	24,011	30,289	20,000	20,000
0131072	6622	Holiday Premium	-	-	423	-	-	-
0131072	6880	Uniform Allowance	1,080	1,110	945	1,440	1,440	1,440
0131072	6885	Device Reimbursement	-	-	-	600	600	600
0131072	6920	Unemployment Comp. Ins.	3,062	3,428	3,459	2,775	1,979	2,452
0131072	6930	Social Security Taxes	37,487	38,529	42,185	45,290	40,855	42,159
0131072	6940	City Pension Plan	58,680	75,532	59,462	54,659	62,520	79,744
0131072	6941	Defined Contribution 401(a) Plan	11,032	13,796	18,705	22,558	23,219	23,199
0131072	6950	Term Life Insurance	1,637	1,393	2,081	2,453	2,381	2,472
0131072	6960	Group Hospitalization Ins.	41,381	79,961	97,631	136,497	132,298	134,136
0131072	6961	Long-Term Disability Ins.	610	592	807	953	935	1,234
0131072	6962	Dental Insurance	3,792	5,773	5,603	7,506	7,023	7,044
0131072	6963	Flexible Spending Account	-	63	100	126	95	157
0131072	6964	Health Savings Account	-	750	-	-	-	-
0131072	6965	Post-Employment Benefits	9,407	10,701	21,068	22,987	13,900	17,841
0131072	6966	Retirement Health Savings Account	2,639	3,554	5,071	6,315	6,300	6,395
0131072	6967	Emergency Room Reimbursements	-	-	-	-	1,087	1,088
0131072	6968	Vision Insurance Premiums	138	294	296	401	374	398
TOTAL PERSONNEL SERVICES			**$ 667,242**	**$ 750,556**	**$ 827,221**	**$ 918,674**	**$ 852,469**	**$ 893,795**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Engineering Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0131073	7110	Safety Shoes & Supplies	$ 546	$ 767	$ 1,542	$ 550	$ 2,500	$ 2,400
0131073	7130	Tools, Field Sup., & Small Eq.	1,737	466	174	1,055	2,000	1,500
0131073	7150	Office Supplies	957	1,439	2,413	1,507	3,000	2,800
0131073	7160	Books, Periodicals, Etc.	-	36	-	-	-	500
0131073	7550	Miscellaneous Supplies	-	-	987	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 3,240**	**$ 2,708**	**$ 5,116**	**$ 3,112**	**$ 7,500**	**$ 7,200**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0131074	8020	Advertising	$ 1,189	$ 712	$ 860	$ 1,073	$ 1,100	$ 1,100
0131074	8030	Casualty Insurance	8,732	10,414	5,319	9,300	12,010	12,000
0131074	8032	Insurance - Auto	-	-	3,319	6,233	6,520	6,332
0131074	8033	Insurance - Broker	-	-	714	1,583	965	960
0131074	8035	Insurance - Worker's Compensation	-	-	-	-	7,031	23,800
0131074	8050	Phone/Communications	2,939	2,926	1,808	1,858	1,400	180
0131074	8120	Outside Engineering	68,400	29,524	47,802	26,550	47,600	50,000
0131074	8131	Information Technology Cont'l	1,266	-	18,395	13,837	19,864	18,405
0131074	8312	Fleet & Facilities Services	-	-	24,314	19,472	28,039	28,706
0131074	8550	Misc. Contracted Services	1	-	538	5	-	-
TOTAL CONTRACTUAL SERVICES			**$ 82,527**	**$ 43,576**	**$ 103,069**	**$ 79,911**	**$ 124,529**	**$ 141,483**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Public Works and Water Resources Department - Engineering Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0131075	9020	Mileage & Small Bus. Expense	$ -	$ -	$ 1,589	$ 1,710	$ -	$ -
0131075	9040	Dues & Professional Organizations	1,338	2,634	-	-	-	-
0131075	9060	Depreciation Expense	10,557	10,557	11,859	11,960	15,168	11,083
0131075	9070	Training & Continuing Educ/Conf	738	-	5,226	6,935	9,000	9,000
TOTAL OTHER CHARGES			**$ 12,633**	**$ 13,191**	**$ 18,674**	**$ 20,605**	**$ 24,168**	**$ 20,083**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 15,750	$ 16,191	$ 16,627	$ 18,239	$ 17,530	$ 17,457
Buildings and Grounds	715	2,454	-	-	-	-
Electricity Used	1,526	1,618	711	727	683	628
Information Technology	18,436	27,571	48,741	45,531	50,126	48,371
Mailroom and Postage	-	-	-	4	738	772
Other Indirect Expenses	-	-	(36,067)	(38,788)	(22,900)	(22,900)
Printing and Reproduction	1,129	2,227	113	105	153	153
Records	-	-	-	966	1,053	1,047
Vehicles and Equipment	12,687	10,558	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 50,243**	**$ 60,619**	**$ 30,125**	**$ 26,784**	**$ 47,383**	**$ 45,528**

OPERATING EXPENSES - ENGINEERING DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 149,741**	**$ 123,926**	**$ 984,205**	**$ 1,049,086**	**$ 1,056,049**	**$ 1,108,089**

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CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
ORGANIZATIONAL CHART

DIRECTOR OF PLANNING AND DEVELOPMENT

PHYSICAL DEVELOPMENT

- Land Use
- Floodplain Management
- Comprehensive Development Plans
- Plan Review

COMMUNITY DEVELOPMENT

- CDBG
- Revenue Sharing
- Housing Programs
- Unicity Bus System
- Transportation Planning
- Transit Planning
- Bikeways
- Customer Service

ECONOMIC DEVELOPMENT

- Downtown Newark Partnership
- Greater Newark Economic Development Partnership

PARKING AND TRANSPORTATION

- Parking Lot and Equipment Maintenance
- Parking Meter Management
- Residential Parking Permits
- Parking Lot Fines
- Parking Lot Attendants
- Parking Enforcement
- Onstreet Parking

Downtown Customer Service

CODE ENFORCEMENT

- Business Licesnses and Inspections
- Rental Licenses and Inspections
- Building Permit Review and 'Inspection
- Parcel Management
- Building Codes
- Fire Codes
- Property Maintenance
- Rental Program

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL NARRATIVE

The Planning and Development Department regulates all land use and development in the City and provides related ancillary services through its program divisions including Land Use and Planning, Code Enforcement, Parking, and Facilities Management described below:

Land Use and Planning Division:

- This division advises and makes recommendations to the City Manager, Planning Commission and City Council regarding physical development and the implementation of the City's Comprehensive Development Plan. This division is responsible for updating long-range planning documents; administering and reviewing plans and procedures for annexations, rezonings, subdivisions, parking waivers, the preservation of historic buildings, and special use permits; recommending zoning and subdivision regulation revisions; reviewing building permit and certificates of occupancy and economic hardship applications for zoning compliance; and administering the Federal Flood Insurance Program. The division also serves as staff to the Planning Commission and the Board of Adjustment. In addition, the Land Use and Planning Division also includes Economic Development, Transportation and Technical Services, and the Community Development which are further described below.

  <u>Staff</u>
  The Land Use and Planning Division is comprised of four (4) staff. One (1) Director, two (2) Planner II, and one (1) Administrative Assistant.

Transportation and Technical Services:

- The Land Use and Planning section also serves as a liaison between the City and federal, state, regional and local agencies to facilitate inter-jurisdictional cooperation and planning on issues of mutual concern. The division develops short and long-term transportation plans in conjunction with other City departments, the City's Traffic Committee and outside agencies such as WILMAPCO and the Delaware Department of Transportation. The Department also administers the UNICITY Bus service.

Economic Development:

- The Land Use and Planning Division also includes economic development. Economic development activities supplement private sector initiatives to strengthen Newark's commercial and industrial well-being. It is responsible for developing and modifying long range economic development plans, monitoring the impact of City regulations on businesses, developing business incentives and recruitment programs, and producing public information materials.

Code Enforcement Division:

- This division is responsible for the administration and enforcement of the International Building Codes (ICC), related State Codes, and applicable portions of the Newark Municipal Code. The division issues permits for rental units, signs, elevators, and construction, and coordinates building permit review with other City departments. A good portion of this division's time is spent out in the field conducting building and property management inspections as well as responding and investigating building and property management complaints. In addition, the division is responsible for State and City Fire Code compliance for new and existing construction.

  Staff
  The Code Enforcement staff includes: The Code Enforcement Manager, three (3) Property Maintenance Inspectors, four (4) Code Enforcement Officers, One (1) Fire Protection Specialist and two (2) Administrative Assistants.

Parking Division:

- This division is responsible for the oversight, management, and supervision of the downtown off-street parking facilities, the maintenance and operation of all on-street parking meters, and residential parking, permitting, and enforcement throughout Newark. In 2017, the Division became responsible for Newark's 18 residential parking permit zones. Inter-department cooperation occurs on a daily/weekly basis, which includes the Public Works and Water Resources Department regarding maintenance and repairs; Electric for the construction and maintenance of lighting, Finance for accounting and bookkeeping of parking services; Police Department for crime prevention and community policing; and Parks and Recreation Department for landscape maintenance and snow removal.
- The division also handles quarterly financial reporting, with assistance from the Finance Department, so that the division can provide a better understanding of incoming parking revenue and how changes to the municipal Code could affect parking revenue streams coming into the City. The division also handles quarterly occupancy reports for on-street meters in the central business district of Newark, reporting open spaces and percentage of spaces occupied by vehicles. The reports are posted on the City's website and assist with greater transparency of the Division's fiscal impact and operations.

  Staff
  The two Parking Division management employees oversee and lead a team of 40 individuals, ensure proper facility maintenance and construction for six parking lots and on-street meters, and other facets of managing a 24/7 parking operation.

UNICITY Bus*:*

- The UNICITY Bus service is administered by the Planning Department. The UNICITY program provides free bus transportation to Newark residents via agreements with the Delaware Transit Corporation and the University of Delaware.
- Three buses are utilized to provide these free services. The City is responsible for the maintenance of the buses and the reporting requirements to the Delaware Transit Corporation. The University of Delaware is responsible for the operation of the buses.

Community Development Block Grant (CDBG):

- The City has received funds under the Federal Housing and Urban Development's Community Development Block Grant Program (CDBG) since 1974 to benefit low to moderate income residents in Newark. The Planning Department administers the CDBG program according to Federal guidelines, reviews project funding requests and develops the operating budget in conjunction with the City Community Development/Revenue Sharing Advisory Committee; monitors programs for contract compliance; and directly manages the Home Improvement.

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2019 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2019 include:

Land Use and Planning Division:

As indicated in the Planning Commission Activities below, there has been a significant increase in land use applications which has taken a significant amount of staff time. Other activities and accomplishments beyond the land use development and related activity as described below includes:

- In September 2017, the City of Newark received $80,000 from DNREC's Division of Energy and Climate to develop, through a collaborative process, a broad, long-term, and integrated community sustainability plan – Sustainable Newark – to implement the City's vision, goals, and action items contained in its Comprehensive Development Plan V. A steering committee was established to bring together a diverse range of government agencies, City departments, community groups, and residents to coordinate a comprehensive and integrated sustainability plan. A consultant, AECOM was selected by the Steering Committee in June, 2018 through a competitive process. AECOM is working collaboratively with Planning Staff and the Steering Committee on moving this project forward. A website was created for this project for the public to access up-to-date information https://newarkde.gov/1067/Newark-Community-Sustainability-Plan. A draft plan has been crafted and will soon be presented to Council.

- The Planning Commission established a Parking Subcommittee in May 2018 to review the Parking Code requirements. The Parking Subcommittee was represented by members from the Planning Commission, development community, non-profit community, the University of Delaware, a University of Delaware student, and the downtown merchants. They met for seven (7) months and put together a downtown Parking Strategy that was presented to City Council on June, 25, 2018 where Council approved the recommendations in the Parking Strategy and directed Planning Staff to put together a work plan to bring back to City Council for their review and approval. Planning staff conducted a technical analysis of the Parking Subcommittee findings and compiled a workplan that included a prioritized implementation plan, cost-analysis and timeline. This report, titled *A Bold New Future for Newark: A Comprehensive Parking Solution* and workplan *Parking Policy Matrix: Timeline and Costs,* was presented to the Planning Commission on December 5, 2018 and City Council on March 26, 2019 for their review and comment, where it was approved by Council. The approved workplan included the City hiring a consultant to do take on tasks described in Phase I and II of the workplan. An RFP was advertised, and bids were received on Tuesday June 17, 2019. A review team scored the responses and made a recommendation to Council on September 9, 2019 where Council approved the award to Kimley-Horn and Associates. Staff is processing the contract and looks forward to getting started on this project. A website was created for this effort https://newarkde.gov/1022/Parking-Requirements-Subcommittee

Key accomplishments in 2019 include (continued):

- Planning Staff is working with WILMAPCO on the Newark Area Transit Study Project Management Committee. This study was the next step in the process in trying to better coordinate the four agencies that provide public transportation in Newark. These agencies include: The University of Delaware, Cecil Transit, Unicity, and DART.

- Planning Staff worked with DelDOT to start the process of developing a Transportation Improvement District (TID) for the City of Newark. Staff worked with Council to establish a TID Steering Committee (Committee) to provide guidance throughout the TID development process whereby Council approved the Committee September 24, 2018. The City hired AECOM to provide technical and administrative assistance on this effort. The first meeting of the TID Steering Committee was held on May 8, 2019. The TID Steering Committee has been meeting monthly. The Committee developed a draft facility boundary at their last series of monthly meetings from July through September. The next step for the TID Steering Committee is to start working on the land use analysis. The next step for Staff is to work with DelDOT on a TID agreement. It is anticipated that this process will take between eighteen (18) months to two (2) years. A website has been developed for this effort.
https://newarkde.gov/1127/Transportation-Improvement-District-Comm

- Planning Staff worked with the Planning Commission on establishing a Green Building workgroup to make proposed recommended revisions to the LEED provisions of the Code. The Green Building workgroup started meeting in November 2018 and have been meeting monthly. It is expected that this workgroup will have proposed revisions to begin to discuss with the public in the fall of this year.

- Planning staff is continuing to work with the GIS and related staff to portray land use development information in a parcel-based format.

- The division continued to provide technical assistance to other City departments, Planning Commission and Council. Technical services provided include conducting, gathering and analyzing demographic data, researching topics and preparing special reports, maintaining the City library, and preparing maps, charts and visual aids.

Key accomplishments in 2019 include (continued):

Code Enforcement Division:

- Working on evaluating department processes and procedures to ensure maximum efficiency
- Completed updating building code to the 2018 International Building Code with adoption expected by end of year.
- Working on a procedure for business licensing process

PERMITTING ACTIVITIES
2018

Rentals:

Number of Rental Licenses:	1,891	
	Billed	Paid
2018 Rental Billings:	**$ 442,702.68**	**$ 402,700.06**

Business Licenses:

Number of Business Licenses:	821	
	Billed	Paid
2018 Business License Bills	**$ 221,913.87**	**$ 193,966.73**

Code Violation Cases:	**910**
Number of Violations:	**1,225**
Citation Billings:	**$ 34,568.00**

2018 Permits:

Totals:	Billed	# of Applications
Total Fees:	**$ 2,089,482.26**	**1,710**

	Billed	Paid
Contractors	**$ 44,584.01**	**$ 38,559.44**

Key accomplishments in 2019 include (continued):

Parking Division:

In 2019, the Parking Division made improvements to special residential parking zones, giving residents additional access to underutilized parking areas by physically going through all zones and mapping all areas, ensuring that residents were aware of the areas that they were allowed the park. The division was receptive to public feedback on their residential parking zones, ensuring that it kept misuse to a minimum and that residents were satisfied with their parking experience. The division streamlined the special residential parking application process by allowing renewals to submit their information via digital methods and without having to physically come to the office if they possessed required information and permits. By doing this, the division has cut down on usage of supplies and wastes, resulting in financial savings and satisfied residents.

The on-street parking supply was substantially increased in 2019 with the addition of Lovett Avenue, and the extensions of Haines Street, Center Street, and North Chapel Street. Off-street access and inventory also increased, with the addition of Lot #2 from a parking permit only lot to a hybrid lot that allows public parking on nights and weekends. Lot #1 is in the process of being expanded and is due to have the new parking inventory available near the end of the year. As parking occupancy during the school year is often high and other select times, we believe these areas will be more utilized as time moves forward and during the more intrusive construction projects planned between 2019-2020, specifically to the central business district. The division continues to work with DelDOT and developers throughout the City to ensure that parking inventory that is removed and/or temporarily blocked gets replaced in other areas for public use. Additions to inventory and more public access to parking was made possible at a modest cost with the addition of multi-space kiosks. These kiosks, slated to replace the current on-street smart parking meter inventory over the next year, allow for more control and options for the Parking Division's current parking inventory. More options allow for more public access to parking spaces, increasing the overall availability of parking and spreading out the parking footprint to alleviate some vehicle congestion and stress the central business district experiences during select times. The multi-space kiosks also don't force patrons to return to their parking meters to make payments like single-space meters do, as multi-space meters are unified and allow patrons to pay at any space with their license plate number. The multi-space kiosks also made pay-by-app parking more feasible. Pay-by-app parking allows users to use their mobile smart phones to pay for parking without ever going to a physical kiosk. An app user can easily keep track of their parking expenses, refresh their parking duration, and gets notices when their parking time is about to run out. The division believes that these new options make parking easier for patrons and makes the City more inviting to visit, a benefit for all businesses and the City as a whole.

Key accomplishments in 2019 include (continued):

Transportation and Technical Services:

The division continues to coordinate with DART, the University of Delaware, WILMAPCO and Cecil transit on Newark Transit Improvement Partnership (TRiP) to better coordinate the existing transit services of UNICTY, University of Delaware, Cecil County and DART. The division also continues to oversee the Unicity Bus system and provide customer service.

Community Development Block Grant (CDBG):

In the 44rd year (July 1, 2018 to June 30, 2019), the City allocated $245,814.53 in CDBG funds to 11 separate projects and programs. The City's allocation is accessed through New Castle County under an entitlement formula based on population. Loan repayments generated by the City's Home Improvement and Facade Improvement Programs augment this allocation throughout the year.

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL GOALS

Goals for 2020 include:

Land Use and Planning Division:

During 2020, the Planning and Development Department has several areas of responsibility as defined by Code, determined City management or City Council as well as determined by Department directives. In the area of Planning and Land Use, staff is responsible for the following activities as described below. The City Code mandated activity takes priority.

Boards, Committees, and Meetings

- Planning Commission
- City Council
- Board of Adjustment
- Design Committee
- Community Development/Revenue Sharing Committee
- Newark Partnership Economic Enhancement Committee

Land Use and Land Development Activities

- Implementation and maintenance of Comprehensive Development Plan V
- Interaction with the development community and city residents in dealing with zoning and land development codes
- Code Amendments
- Process Code-mandated responsibilities:
    - Annexations
    - Rezonings
    - Comprehensive Plan Amendments
    - Major Subdivisions
    - Minor Subdivisions
    - Site Plan Approval Plans
    - Special Use Permits
    - Parking Waivers
    - Requests for Extensions
- Other Code-mandated responsibilities
    - Subdivision Advisory Committee (SAC) administration
    - Building permit review
    - Flood plain review
    - Construction Improvement plan review
    - Review of variance applications

Goals for 2020 include (continued):

Planning Related Major Initiatives

- Start on implementing the *Newark Sustainability Plan.*
- Continue to work with WILMAPCO on the *Newark Area Transit Study Project.*
- Provide staff support and guidance to the T*ransportation Improvement District* Subcommittee for the City of Newark.
- Provide staff support and other assistance as appropriate to the *Rental Subcommittee* to examine the issue of rental housing in the larger context of the growth of the University of Delaware and its impact on the City. Draft policy recommendations for consideration by the Planning Commission and City Council.
- Provide staff support and guidance to the Green Building Work Group to revise the LEED provisions in the Code.
- Participate in the Delaware State Housing Authority Analysis of Impediments to Fair Housing.
- Continue to work with the GIS program and related GIS staff to portray land use development information in a parcel-based format.
- Work with the consultant to review and make recommendations on proposed organizational changes to Chapter 32 Zoning.
- Review the Code and make recommended revisions to areas including but not limited to: industrial zoning, patio ordinance, alcohol code clarification for consideration by the Planning Commission and City Council.
- Continue to work on developing policy recommendations to address the student housing issue for consideration by the Planning Commission and City Council.

Other Regular Duties

- Continue to implement the *Community Development Block Grant Program.*
- Participation in WILMAPCO Technical Advisory Committee (TAC)
- Participation in WILMAPCO Public Advisory Committee (PAC)
- Participation in Bike Newark
- Managing Unicity Bus system
- Community Rating Service
- Buyer's Affidavit
- Zoning verification letters
- Responding to zoning and related planning inquires (phone and walk-in)

Planning Commission Support

- Preparation of support material, background reports and information packets
- Public notification and posting requirements
- Administrative and secretarial support (Code-required)
- Transcription services
- Applicant interface
- Commission requests for data and information
- Continue to provide exemplary assistance to other City departments, Planning Commission and City Council.

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL GOALS

Goals for 2020 include (continued):

Code Enforcement Division:

- Work with IT to utilize GIS as a tool for permitting and Code Enforcement
- Create a recommendation for Code change to include Air B&B's
- Create a comprehensive process for issuing Business Licenses
- Conduct an inventory of business signs in the city
- Provide additional training opportunities for Administrative staff so that they can provide more support to Code Enforcement Inspectors
- Continue to work with IT to improve the permitting process
- Review department policies and procedures and make revisions in order to streamline processes for maximum efficiency

Parking Division:

The Parking Division hopes to continue expanding parking inventory and services provided to residents, patrons, employees, students, and visitors alike. With new parking equipment and services, the division hopes to provide better services to those parking customers and residents that lives within the City of Newark. As we continue our commitment to service excellence, we want those that use the public parking inventory to have a good experience within the City, ensuring that they want to return and patronizing its businesses, parks, and other amenities it provides. The division plans on doing this by continuing is expansion of multi-space parking system in 2020 and possibly beyond 2020, pending public feedback on the new system and the services provided by it. The division hopes to have more dialogue with the University of Delaware, an important partner in the success of the City, to ensure that all persons that visit the City have good experiences through parking wayfinding and are aware when parking areas are difficult to park in due to high occupancy. The division is eager to work with not only U.D., but also the consultants at Kimley-Horn, who were awarded the Parking Consultation RFP in 2019. The division believes that working with an outside agency, along with a significant amount of public input, will help shape what needs to be done for parking with the City of Newark for the foreseeable future. The Parking Division also plans to continue working closely with those that live in special residential parking districts and gather their feedback on ways to improve residential parking for our residents, ensuring that those that live in these areas always have sufficient parking available to them.

Transportation and Technical Services:

In 2020, the division will continue the TRiP effort in coordination with WILMAPCO and their consultant transit systems in Newark. In addition, the Division will continue implementing recommendations from the Newark Transportation Study, the Comprehensive Development Plan V, and Newark Bicycle Plan, participating in the management and related activities associated with the Newark Regional Transportation Center, as well as operating Unicity.

CITY OF NEWARK, DELAWARE
PLANNING AND DEVELOPMENT DEPARTMENT
2020 DEPARTMENTAL GOALS

Goals for 2020 include (continued):

Economic Development:

In 2020, the division goals are to review and assess Newark's Economic Development Strategy and Action Plan and set a path for proactive economic development.

Community Development Block Grant (CDBG):

In 2020, the division's goal is to continue to administer the CDBG Program and Revenue Sharing effectively under Federal and City guidelines, to improve the City's living environment and to expand economic opportunities for low to moderate income Newark residents

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Planning and Development Department - Planning Division

Summary:

PLANNING DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 446,521	$ 453,201	$ 440,758	$ 398,045	$ 455,053	$ 469,097
Materials and Supplies	2,960	1,271	1,665	3,343	4,950	2,950
Contractual Services	206,321	166,745	72,158	215,386	287,813	291,089
Other Charges	63,656	47,405	1,811	7,216	340,249	190,996
Subtotal	$ 719,458	$ 668,622	$ 516,392	$ 623,990	$ 1,088,065	$ 954,132
Inter-Dept. Charges	66,654	83,351	17,578	25,347	23,744	26,536
Total Operating Expenses	**$ 786,112**	**$ 751,973**	**$ 533,970**	**$ 649,337**	**$ 1,111,809**	**$ 980,668**

PLANNING AND DEVELOPMENT DEPARTMENT
WAGE AND SALARY BUDGET - 2020
PLANNING DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Director of Planning & Development	MGMT	32	1.0	$ 103,182	1.0	$ 109,440	0.0	$ 6,258	6.1%
Planner II	CWA F/T	16	2.0	$ 101,425	2.0	$ 105,985	0.0	$ 4,560	4.5%
Admin Professional I	CWA F/T	10	1.0	$ 48,915	1.0	$ 51,897	0.0	$ 2,982	6.1%
Total Full-Time Positions			4.0	**$ 253,522**	4.0	**$ 267,322**	0.0	**$ 13,800**	**5.4%**
PART-TIME FUNDING									
Graduate Intern				$ 12,000		$ 12,000		$ -	0.0%
Total Part-Time Funding				**$ 12,000**		**$ 12,000**		**$ -**	**0.0%**
OTHER									
Service Award				$ 1,129		$ 2,031		$ 902	79.9%
Sick Pay				$ 936		$ 1,701		$ 765	81.7%
Overtime				$ 15,200		$ 40,000		$ 24,800	163.2%
Other Wages				$ -		$ 8,400		$ 8,400	100.0%
Device Reimbursements				$ 600		$ 600		$ -	0.0%
Total Other				**$ 17,865**		**$ 52,732**		**$ 34,867**	**195.2%**
Total All			**4.0**	**$ 283,387**	**4.0**	**$ 332,054**	**0.0**	**$ 48,667**	**17.2%**

* Please be advised that the Planner II position is partially funded through Capital in 2019 and 2020.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Planning and Development Department - Planning Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111112	6020	Supervisory	$ 188,795	$ 197,107	$ 132,112	$ 98,960	$ 103,182	$ 109,440
0111112	6030	Engineering/Technical	33,115	35,712	83,303	94,658	103,525	105,985
0111112	6080	Clerical	64,221	41,597	44,516	46,296	48,915	51,897
0111112	6580	Service Award	7,965	7,883	2,093	1,677	1,129	2,031
0111112	6590	Sick Pay	4,211	4,402	4,540	1,481	936	1,701
0111112	6600	Part-Time	3,395	-	-	-	-	-
0111112	6615	Interns	3,634	3,709	-	-	12,000	12,000
0111112	6620	Overtime	2,640	1,729	-	12,843	37,870	15,200
0111112	6860	Other Wages	-	-	-	-	-	8,400
0111112	6885	Device Reimbursement	-	-	-	550	600	600
0111112	6920	Unemployment Comp. Ins.	1,958	1,539	1,693	1,026	951	1,407
0111112	6930	Social Security Taxes	23,375	21,490	19,928	18,903	20,143	24,092
0111112	6940	City Pension Plan	54,516	59,663	55,742	17,975	20,790	25,830
0111112	6941	Defined Contribution 401(a) Plan	3,096	5,793	11,306	15,144	15,994	16,944
0111112	6950	Term Life Insurance	1,192	1,133	921	1,049	1,083	1,121
0111112	6960	Group Hospitalization Ins.	39,723	53,096	59,166	69,900	73,043	74,456
0111112	6961	Long-Term Disability Ins.	509	499	379	432	447	587
0111112	6962	Dental Insurance	2,792	4,139	3,501	3,918	3,959	4,235
0111112	6963	Flexible Spending Account	63	16	-	-	38	-
0111112	6964	Health Savings Account	2,250	3,000	1,500	1,500	902	2,401
0111112	6965	Post-Employment Benefits	7,656	8,153	16,116	7,399	4,620	5,779
0111112	6966	Retirement Health Savings Account	1,144	2,291	3,373	4,138	4,210	4,263
0111112	6967	Emergency Room Reimbursements	-	-	400	-	522	522
0111112	6968	Vision Insurance Premiums	271	250	169	196	194	206
TOTAL PERSONNEL SERVICES			**$ 446,521**	**$ 453,201**	**$ 440,758**	**$ 398,045**	**$ 455,053**	**$ 469,097**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Planning and Development Department - Planning Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111113	7150	Office Supplies	$ 1,444	$ 927	$ 1,310	$ 1,531	$ 1,800	$ 1,600
0111113	7160	Books, Periodicals, Etc.	180	190	183	276	450	450
0111113	7200	Copying Supplies	1,137	-	-	-	1,800	-
0111113	7550	Miscellaneous Supplies	199	154	172	1,536	900	900
TOTAL MATERIALS & SUPPLIES			**$ 2,960**	**$ 1,271**	**$ 1,665**	**$ 3,343**	**$ 4,950**	**$ 2,950**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111114	8020	Advertising	$ 1,223	$ 1,787	$ 1,954	$ 3,611	$ 2,000	$ 4,000
0111114	8030	Casualty Insurance	5,278	6,029	3,045	4,821	6,165	6,300
0111114	8032	Insurance - Auto	-	-	1,713	-	-	-
0111114	8033	Insurance - Broker	-	-	380	505	505	512
0111114	8035	Insurance - Worker's Compensation	-	-	-	-	266	850
0111114	8050	Phone/Communications	870	600	250	486	1,200	-
0111114	8070	Aetna Hose, Hook & Ladder	-	-	-	74,246	-	-
0111114	8071	Newark Ambulance	-	-	-	3,000	-	-
0111114	8131	Information Technology Cont'l	17,380	1,037	12,314	15,803	14,418	12,189
0111114	8180	Consulting Fees (1)	35,061	9,490	49,694	41,200	194,318	200,000
0111114	8220	Revenue Sharing Program	-	-	-	46,926	60,840	61,810
0111114	8312	Fleet & Facilities Services	-	-	2,453	24,772	4,101	4,428
0111114	8550	Misc. Contracted Services	1,300	5,247	355	16	4,000	1,000
0111114	8670	Downtown Newark Partnership (2)	1,050	-	-	-	-	-
0111114	8800	Unicity Bus (3)	144,159	142,555	-	-	-	-
TOTAL CONTRACTUAL SERVICES			**$ 206,321**	**$ 166,745**	**$ 72,158**	**$ 215,386**	**$ 287,813**	**$ 291,089**

(1) 2015 Expenditures reduced by $75,000 for the TIGER IV grant and another $75,000 for the GNEDP funding
(2) Moved to DNP Special Revenue Fund in 2016
(3) Expenditures reimbursable by the Delaware Transit Corporation. Budget moved to Unicity Tranportation Fund in 2017.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Planning and Development Department - Planning Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111115	9002	Subvention - Aetna Hook and Ladder	$ -	$ -	$ -	$ -	$ 174,246	$ 174,246
0111115	9003	Subvention - Newark Ambulance	-	-	-	-	3,000	3,000
0111115	9005	Subvention - Newark Partnership	-	-	-	-	150,000	-
0111115	9020	Mileage & Small Bus. Exp.	131	31	-	164	450	450
0111115	9040	Dues & Professional Organizations	1,915	4,210	-	150	-	-
0111115	9060	Depreciation Expense (1)	52,540	43,014	-	-	703	-
0111115	9070	Training & Continuing Educ/Conf	9,070	150	1,811	6,902	11,850	13,300
TOTAL OTHER CHARGES			**$ 63,656**	**$ 47,405**	**$ 1,811**	**$ 7,216**	**$ 340,249**	**$ 190,996**

(1) Includes Unicity Bus Assets. Budget moved to Unicity Transportation Fund in 2017.

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 14,874	$ 15,357	$ 8,690	$ 10,630	$ 10,209	$ 10,091
Buildings and Grounds	2,698	9,263	-	-	-	-
Electricity Used	5,761	6,106	1,196	1,224	1,149	1,057
Information Technology	10,371	15,509	24,368	21,692	23,882	23,046
Mailroom and Postage	-	-	-	3	434	455
Printing and Reproduction	4,708	9,285	472	439	639	639
Records	-	-	-	8,694	9,967	10,531
Services to Utility Funds	(19,168)	(21,067)	(17,148)	(17,335)	(22,536)	(19,283)
Unicity Bus	47,410	48,898	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 66,654**	**$ 83,351**	**$ 17,578**	**$ 25,347**	**$ 23,744**	**$ 26,536**

OPERATING EXPENSES - PLANNING DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 786,112**	**$ 751,973**	**$ 533,970**	**$ 649,337**	**$ 1,111,809**	**$ 980,668**

General Fund - Planning and Development Department - Code Enforcement Division

Summary:

CODE ENFORCEMENT DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 1,235,079	$ 1,287,520	$ 1,187,758	$ 1,288,198	$ 1,284,813	$ 1,389,484
Materials and Supplies	66,944	54,573	8,126	7,306	11,240	11,740
Contractual Services	154,859	203,228	89,161	145,932	88,282	112,468
Other Charges	4,611	8,372	16,053	7,070	31,076	16,832
Subtotal	$ 1,461,493	$ 1,553,693	$ 1,301,098	$ 1,448,506	$ 1,415,411	$ 1,530,524
Inter-Dept. Charges	(43,395)	(265,917)	88,626	86,056	92,235	89,798
Total Operating Expenses	**$ 1,418,098**	**$ 1,287,776**	**$ 1,389,724**	**$ 1,534,562**	**$ 1,507,646**	**$ 1,620,322**

PLANNING AND DEVELOPMENT DEPARTMENT
WAGE AND SALARY BUDGET - 2020
CODE ENFORCEMENT DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Code Enforcement Manager	MGMT	22	1.0	$ 79,926	1.0	$ 79,182	0.0	$ (744)	-0.9%
Lead Code Officer	CWA F/T	19	1.0	$ 81,570	1.0	$ 84,367	0.0	$ 2,797	3.4%
Code Enforcement Officer	CWA F/T	17	3.0	$ 228,677	3.0	$ 240,270	0.0	$ 11,593	5.1%
Fire Marshall	CWA F/T	17	1.0	$ 63,976	1.0	$ 67,877	0.0	$ 3,901	6.1%
Property Maintenance Inspector II	CWA F/T	14	3.0	$ 170,863	3.0	$ 180,949	0.0	$ 10,086	5.9%
Admin Professional I	CWA F/T	10	1.0	$ 57,435	1.0	$ 60,662	0.0	$ 3,227	5.6%
Secretary II	CWA F/T	8	1.0	$ 53,099	1.0	$ 53,446	0.0	$ 347	0.7%
Total Full-Time Positions			**11.0**	**$ 735,546**	**11.0**	**$ 766,753**	**0.0**	**$ 31,207**	**4.2%**
OTHER									
Service Award				$ 15,539		$ 17,130		$ 1,591	10.2%
Sick Pay				$ 6,750		$ 7,433		$ 683	10.1%
Overtime				$ 28,000		$ 28,000		$ -	0.0%
Uniform Allowance				$ 1,920		$ 1,920		$ -	0.0%
Device Reimbursements				$ -		$ 600		$ 600	100.0%
Total Other				**$ 52,209**		**$ 55,083**		**$ 2,274**	**4.4%**
Total All			**11.0**	**$ 787,755**	**11.0**	**$ 821,836**	**0.0**	**$ 33,481**	**4.3%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Planning and Development Department - Code Enforcement Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0121082	6020	Supervisory	$ 60,385	$ 73,817	$ 76,379	$ 71,928	$ 42,676	$ 79,182
0121082	6080	Clerical	90,214	94,655	101,493	105,607	110,534	114,108
0121082	6230	Maintenance Workers	134,481	145,382	4,401	99	-	-
0121082	6260	Code Enforcement	464,301	502,433	526,865	567,606	545,086	573,463
0121082	6580	Service Award	14,584	13,181	15,267	15,408	15,539	17,130
0121082	6590	Sick Pay	3,538	4,329	3,732	12,919	6,750	7,433
0121082	6615	Interns	12,159	1,081	-	-	-	-
0121082	6620	Overtime	45,067	18,290	18,387	18,740	28,000	28,000
0121082	6880	Uniform Allowance	1,380	1,605	1,455	1,840	1,920	1,920
0121082	6885	Device Reimbursement	-	-	-	-	-	600
0121082	6920	Unemployment Comp. Ins.	7,298	6,552	3,688	3,239	2,904	3,168
0121082	6930	Social Security Taxes	61,617	63,918	55,312	58,921	58,166	60,634
0121082	6940	City Pension Plan	136,251	117,505	116,255	146,139	150,090	190,766
0121082	6941	Defined Contribution 401(a) Plan	5,551	16,001	14,049	14,304	18,576	18,694
0121082	6950	Term Life Insurance	2,777	3,131	3,332	3,309	3,476	3,552
0121082	6960	Group Hospitalization Ins.	163,033	183,472	184,301	187,255	208,274	225,685
0121082	6961	Long-Term Disability Ins.	1,124	1,282	1,269	1,262	1,341	1,772
0121082	6962	Dental Insurance	10,995	11,114	10,921	10,357	9,992	11,133
0121082	6963	Flexible Spending Account	315	289	273	294	315	189
0121082	6964	Health Savings Account	-	1,500	1,500	1,500	1,500	1,500
0121082	6965	Post-Employment Benefits	16,940	21,403	41,757	62,210	33,360	42,679
0121082	6966	Retirement Health Savings Account	2,081	5,194	4,130	4,300	5,600	5,684
0121082	6967	Emergency Room Reimbursements	547	800	2,400	400	1,595	1,595
0121082	6968	Vision Insurance Premiums	441	586	592	561	1,869	597
TOTAL PERSONNEL SERVICES			**$ 1,235,079**	**$ 1,287,520**	**$ 1,187,758**	**$ 1,288,198**	**$ 1,247,563**	**$ 1,389,484**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Planning and Development Department - Code Enforcement Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0121083	7110	Safety Shoes & Supplies	$ 3,238	$ 970	$ 1,449	$ 1,389	$ 2,340	$ 2,340
0121083	7130	Tools, Field Sup., & Small Eq.	743	811	2,217	1,153	1,800	1,800
0121083	7150	Office Supplies	3,002	2,181	3,337	3,189	3,600	3,600
0121083	7160	Books, Periodicals, Etc.	1,362	1,305	1,006	1,575	3,500	4,000
0121083	7230	Janitorial Supplies	19,727	20,313	-	-	-	-
0121083	7250	Building & Grounds Maint, Supplies	38,872	28,993	117	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 66,944**	**$ 54,573**	**$ 8,126**	**$ 7,306**	**$ 11,240**	**$ 11,740**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0121084	8020	Advertising	$ -	$ 363	$ -	$ 58	$ 1,500	$ 1,500
0121084	8030	Casualty Insurance	14,097	19,392	9,864	7,219	7,665	7,800
0121084	8032	Insurance - Auto	-	-	5,032	10,155	9,780	8,442
0121084	8033	Insurance - Broker	-	-	1,237	1,640	1,645	1,664
0121084	8035	Insurance - Worker's Compensation	-	-	-	-	10,379	34,850
0121084	8040	Merchant Fees and Discounts	7,237	10,629	8,818	33,961	10,000	10,000
0121084	8050	Phone/Communications	5,723	6,323	3,144	2,707	9,200	-
0121084	8120	Outside Consulting	-	475	-	-	1,000	1,000
0121084	8131	Information Technology Cont'l	19,638	18,855	39,294	42,919	23,375	22,629
0121084	8230	Janitorial Services	-	354	-	-	-	-
0121084	8250	Building & Grounds Maintenance	108,020	146,613	1,615	-	-	-
0121084	8312	Fleet & Facilities Services	-	-	19,970	47,079	23,617	24,083
0121084	8550	Misc. Contracted Services	144	224	187	194	500	500
TOTAL CONTRACTUAL SERVICES			**$ 154,859**	**$ 203,228**	**$ 89,161**	**$ 145,932**	**$ 98,661**	**$ 112,468**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Planning and Development Department - Code Enforcement Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0121085	9020	Mileage & Small Bus. Expense	$ 2,401	$ -	$ -	$ -	$ 45	$ 45
0121085	9040	Dues & Professional Organizations	1,485	1,074	415	120	900	-
0121085	9060	Depreciation Expense	-	4,781	12,993	3,599	25,631	10,287
0121085	9070	Training & Continuing Educ/Conf	725	1,812	2,645	3,351	4,500	6,500
0121085	9099	Contingencies	-	705	-	-	-	-
TOTAL OTHER CHARGES			**$ 4,611**	**$ 8,372**	**$ 16,053**	**$ 7,070**	**$ 31,076**	**$ 16,832**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 25,234	$ 25,978	$ 22,367	$ 24,555	$ 23,594	$ 23,461
Buildings and Grounds	(123,295)	(365,932)	-	-	-	-
Electricity Used	4,898	5,192	930	952	893	822
Information Technology	25,350	37,913	64,986	58,922	64,868	62,597
Mailroom and Postage	-	-	-	6	996	1,042
Printing and Reproduction	3,414	6,732	343	318	463	463
Records	-	-	-	1,303	1,421	1,413
Vehicles and Equipment	21,004	24,200	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ (43,395)**	**$ (265,917)**	**$ 88,626**	**$ 86,056**	**$ 92,235**	**$ 89,798**

OPERATING EXPENSES - CODE ENFORCEMENT DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ (43,395)**	**$ (265,917)**	**$ 1,389,724**	**$ 1,534,562**	**$ 1,480,775**	**$ 1,620,322**

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CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Parking Fund - Planning and Development Department - Parking Division

Summary:

PARKING DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
REVENUE						
Parking Lot Revenues	$ 1,443,288	$ 1,419,875	$ 1,529,353	$ 1,580,028	$ 1,825,000	$ 2,313,000
Parking Meter Revenues	1,239,657	1,319,393	1,363,301	1,336,541	1,211,500	480,000
Other Revenues	29,528	33,329	10,396	13,970	-	-
Interest Revenue	8,267	6,324	9,421	14,745	8,000	10,160
Gross Operating Revenue	$ 2,720,740	$ 2,778,921	$ 2,912,471	$ 2,945,284	$ 3,044,500	$ 2,803,160
OPERATING EXPENSES						
Personnel Services	$ 941,146	$ 1,059,391	$ 1,189,754	$ 1,285,104	$ 1,274,801	$ 1,233,190
Materials and Supplies	20,025	27,916	31,884	37,230	38,950	43,850
Contractual Services	340,614	302,012	360,996	484,597	423,485	434,772
Other Charges	69,824	99,191	109,303	111,648	362,001	97,490
Subtotal	$ 1,371,609	$ 1,488,510	$ 1,691,937	$ 1,918,579	$ 2,099,237	$ 1,809,302
Inter-Dept. Charges	172,918	232,426	303,643	281,509	301,494	293,419
Total Operating Expenses	**$ 1,544,527**	**$ 1,720,936**	**$ 1,995,580**	**$ 2,200,088**	**$ 2,400,731**	**$ 2,102,721**

PLANNING AND DEVELOPMENT DEPARTMENT
WAGE AND SALARY BUDGET - 2020
PARKING DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Parking Manager	MGMT	22	1.0	$ 85,593	1.0	$ 88,614	0.0	$ 3,021	3.5%
Parking Supervisor	MGMT	17	1.0	$ 63,515	1.0	$ 67,727	0.0	$ 4,212	6.6%
Customer Service Clerk I	CWA F/T	10	1.0	$ 46,487	1.0	$ 49,314	0.0	$ 2,827	6.1%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	1.0	$ 56,184	1.0	$ 58,909	0.0	$ 2,725	4.9%
Parking Ambassador	CWA F/T	7	2.0	$ 93,684	2.0	$ 97,578	0.0	$ 3,894	4.2%
Maintenance III	AFSCME LOCAL 1670 F/T	6	1.0	$ 57,243	1.0	$ 57,247	0.0	$ 4	0.0%
Secretary I	CWA F/T	3	1.0	$ 34,341	1.0	$ 37,107	0.0	$ 2,766	8.1%
Total Full-Time Positions			8.0	**$ 437,047**	8.0	**$ 456,496**	0.0	**$ 19,449**	**4.5%**
PART-TIME FUNDING									
Parking Ambassador	CWA P/T			$ 231,306		$ 262,497		$ 31,191	13.5%
P/T Attendant				$ 237,300		$ 100,000		$ (137,300)	-57.9%
Total Part-Time Funding				**$ 468,606**		**$ 362,497**		**$ (106,109)**	**-22.6%**
OTHER									
Service Award				$ 7,077		$ 7,733		$ 656	9.3%
Sick Pay				$ 5,229		$ 6,324		$ 1,095	20.9%
Overtime				$ 1,600		$ 1,600		$ -	0.0%
Shift Differential				$ 3,000		$ 1,200		$ (1,800)	-60.0%
Uniform Allowance				$ 1,200		$ 1,200		$ -	0.0%
Device Reimbursements				$ 1,800		$ 1,800		$ -	0.0%
Total Other				**$ 19,906**		**$ 19,857**		**$ (49)**	**-0.2%**
Total All			**8.0**	**$ 925,559**	**8.0**	**$ 838,850**	**0.0**	**$ (86,709)**	**-9.4%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Parking Fund - Planning and Development Department - Parking Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5495402	6020	Supervisory	$ 124,948	$ 132,481	$ 138,113	$ 143,708	$ 149,108	$ 156,341
5495402	6040	Accounting	42,048	44,923	6,432	-	-	-
5495402	6072	Parking Enforcement	189,411	213,341	241,263	290,031	324,990	360,075
5495402	6080	Clerical	12,504	9,692	58,846	77,103	80,828	86,421
5495402	6230	Maintenance Workers	111,317	106,760	126,796	108,366	113,427	116,156
5495402	6580	Service Award	5,744	7,190	5,964	6,497	7,077	7,733
5495402	6590	Sick Pay	5,191	3,311	8,074	2,665	5,229	6,324
5495402	6600	Part-Time	222,311	219,433	248,658	272,490	237,300	100,000
5495402	6620	Overtime	4,769	4,046	1,427	639	1,600	1,600
5495402	6621	Shift Differential	3,096	2,804	3,357	3,676	3,000	1,200
5495402	6880	Uniform Allowance	1,800	1,800	2,350	1,200	1,200	1,200
5495402	6885	Device Reimbursement	-	-	-	1,650	1,800	1,800
5495402	6920	Unemployment Comp. Ins.	9,552	8,752	9,464	9,361	4,983	5,324
5495402	6930	Social Security Taxes	53,462	56,682	63,167	68,074	62,560	62,561
5495402	6940	City Pension Plan	81,030	128,012	112,662	118,015	96,680	121,882
5495402	6941	Defined Contribution 401a Plan	-	635	7,024	8,756	9,209	9,819
5495402	6950	Term Life Insurance	1,292	1,554	1,817	1,992	2,064	2,145
5495402	6960	Group Hospitalization Ins.	44,180	72,478	101,679	130,447	137,437	149,099
5495402	6961	Long-Term Disability Ins.	477	617	697	765	798	1,060
5495402	6962	Dental Insurance	4,312	5,027	5,928	7,980	8,127	9,159
5495402	6963	Flexible Spending Account	-	-	58	63	63	63
5495402	6964	Health Savings Account	750	750	-	-	-	-
5495402	6965	Post-Employment Benefits	22,762	38,445	42,241	26,256	21,490	27,269
5495402	6966	Retirement Health Savings Account	-	309	3,346	4,139	4,200	4,263
5495402	6967	Emergency Room Reimbursements	-	-	-	766	1,160	1,160
5495402	6968	Vision Insurance Premiums	190	349	391	465	471	536
TOTAL PERSONNEL SERVICES			**$ 941,146**	**$ 1,059,391**	**$ 1,189,754**	**$ 1,285,104**	**$ 1,274,801**	**$ 1,233,190**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Parking Fund - Planning and Development Department - Parking Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5495403	7110	Safety Shoes and Supplies	$ 200	$ 1,029	$ 752	$ 566	$ 600	$ 600
5495403	7130	Tools, Field Supplies, Small Equip	1,190	1,412	2,466	6,338	3,000	3,000
5495403	7140	Uniforms	1,306	2,593	2,403	6,386	5,500	10,000
5495403	7150	Office Supplies	2,798	2,330	2,740	3,260	2,500	2,500
5495403	7180	Billing & Collection Supplies	7,860	16,957	17,251	15,398	21,500	21,500
5495403	7250	Building & Grounds Maintenance	4,754	3,595	4,122	2,922	4,750	4,750
5495403	7300	Mach & Equip Maintenance	1,894	-	2,084	2,360	1,000	1,000
5495403	7550	Miscellaneous Supplies	23	-	66	-	100	500
TOTAL MATERIALS & SUPPLIES			**$ 20,025**	**$ 27,916**	**$ 31,884**	**$ 37,230**	**$ 38,950**	**$ 43,850**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5495404	8020	Advertising/Signage	$ 161	$ 2,577	$ 1,520	$ 3,432	$ 5,000	$ 7,500
5495404	8030	Casualty Insurance	6,471	10,675	6,546	4,723	5,090	5,100
5495404	8031	Insurance - Property	-	-	-	-	20	-
5495404	8032	Insurance - Auto	-	-	3,319	6,233	6,520	6,332
5495404	8033	Insurance - Broker	-	-	809	1,073	1,100	1,088
5495404	8035	Insurance - Worker's Compensation	-	-	-	-	12,128	40,800
5495404	8040	Merchant Fees and Discounts	223,713	196,656	177,936	192,045	192,900	180,000
5495404	8050	Phone/Communications	3,362	6,891	7,390	10,514	9,500	1,200
5495404	8130	Building & Equipment Rental	33,081	33,611	34,506	59,722	49,100	52,000
5495404	8131	Information Technology Cont'l	24,354	12,843	40,362	30,205	59,991	62,456
5495404	8250	Building & Grounds	74	475	464	81	1,500	1,500
5495404	8300	Mach. & Equip. Maint.	32,817	36,366	62,859	68,034	30,000	25,000
5495404	8312	Fleet & Facilities Services	-	-	23,041	107,041	30,636	31,796
5495404	8550	Misc. Contracted Services	16,581	1,918	2,244	1,494	20,000	20,000
TOTAL CONTRACTUAL SERVICES			**$ 340,614**	**$ 302,012**	**$ 360,996**	**$ 484,597**	**$ 423,485**	**$ 434,772**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Parking Fund - Planning and Development Department - Parking Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5495405	9040	Dues & Professional Organizations	$ 2,390	$ 3,273	$ -	$ -	$ -	$ -
5495405	9051	Debt Service Principal	-	32,453	33,782	35,166	35,886	-
5495405	9052	Debt Service Interest	-	5,972	3,466	2,071	1,648	-
5495405	9060	Depreciation Expense	67,434	55,827	66,848	70,445	71,232	86,255
5495405	9070	Training & Continuing Educ/Conf	-	125	4,372	3,131	7,000	10,000
5495405	9085	Parking Voucher Validations	-	-	-	-	245,000	-
5495405	9093	Subventions	-	835	835	835	1,235	1,235
5495405	9099	Contingencies	-	706	-	-	-	-
TOTAL OTHER CHARGES			**$ 69,824**	**$ 99,191**	**$ 109,303**	**$ 111,648**	**$ 362,001**	**$ 97,490**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 56,829	$ 58,193	$ 58,761	$ 60,951	$ 58,634	$ 59,212
Buildings and Grounds	2,016	6,922	-	-	-	-
Electricity	16,700	15,200	11,900	11,300	11,400	10,500
Information Technology	89,877	134,414	232,861	203,551	224,091	216,247
Mailroom and Postage	-	-	-	14	2,419	2,530
Other Indirect Expenses	1,270	1,575	121	2,529	1,500	1,500
Records	-	-	-	3,164	3,450	3,430
Vehicles and Equipment	6,226	16,122	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 172,918**	**$ 232,426**	**$ 303,643**	**$ 281,509**	**$ 301,494**	**$ 293,419**

OPERATING EXPENSES - PARKING DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 1,544,527**	**$ 1,720,936**	**$ 1,995,580**	**$ 2,200,088**	**$ 2,400,731**	**$ 2,102,721**

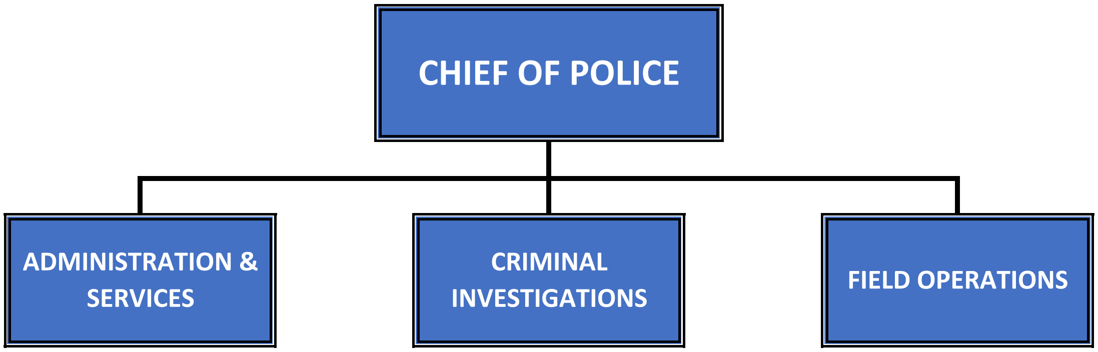
Parking Fund - Planning and Development Department - Parking Division

Summary:

CAPITAL PROJECTS BUDGET			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
5495406	9620	Land & Land Improvement	$ 1,227,254	$ -	$ -	$ -	$ -	$ 205,000
5495406	9622	Machinery & Equipment	167,700	33,705	-	-	54,000	-
5495406	9623	Autos and Trucks	-	-	-	-	-	1,149
TOTAL CAPITAL PROJECTS BUDGET			**$ 1,394,954**	**$ 33,705**	**$ -**	**$ -**	**$ 54,000**	**$ 206,149**

CAPITAL PROJECT NUMBER AND DESCRIPTION		CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
V1901	Parking Lot Surface Maintenance	$ 105,000	$ -	$ -	$ -	$ -	$ -	$ -
V1905	Newark Parking Kiosk Program	100,000	67,861	-	-	-	-	19,530
VEQSF	Equipment Replacement Program	1,149	-	41,029	8,822	-	-	-
TOTAL PARKING FUND		**$ 206,149**	**$ 67,861**	**$ 41,029**	**$ 8,822**	**$ -**	**$ -**	**$ 19,530**

CITY OF NEWARK, DELAWARE
POLICE DEPARTMENT
ORGANIZATIONAL CHART



ADMINISTRATION & SERVICES

Administration Division:
- Office of Professional Standards
- Crime Analysis and Prevention
- Accreditation
- School Resource Officer
- Police Evidence Custodian
- Evidence Detection Unit
- Property Coordinator
- Training Officer
- Volunteers
- Communications Section
- Records Section

Auxiliary Services:
- Technology
- Grant Management

CRIMINAL INVESTIGATIONS

Criminal Investigation Division:
- General Investigations Unit
- Special Investigations Unit
- Family Services Unit
- Street Crime Unit
- Victim Services

FIELD OPERATIONS

Special Enforcement Division:
- Traffic Unit
- Special Operation Unit
- K9 Unit
- Animal Control

Patrol Division:
- A Platoon
- B Platoon
- C Platoon
- D Platoon
- E Platoon

The Newark Police Department is responsible for protecting the lives, homes and properties of Newark residents. The Newark Police Department is dedicated to serving all citizens by: responding to calls for police service, enforcing state and local laws, conducting preventative patrol activities, performing criminal investigations, promoting traffic safety, and apprehending criminal and traffic offenders. The Newark Police Department's core values are the preservation of human life, integrity, professionalism and service.

The Newark Police Department's force of 92 employees is dedicated to serving citizens through the bureaus, divisions and units described below.

Field Operations Bureau: The Field Operations Bureau is broken down into two main components: The Patrol Division and the Special Enforcement Division. Oversight of the bureau is provided by the Deputy Chief of Field Operations.

- **Patrol Division:**
  The Patrol Division is the backbone of the Newark Police Department, as they are available twenty-four hours a day, seven days a week. The Patrol Division has the responsibility of being the first responders to all calls for police service in the city. Oversight of the Patrol Division is maintained by the Patrol Division Lieutenant. The Patrol Division is comprised of five patrol platoons each with 7 officers assigned to it. In 2018, the police department logged 55,250 calls for service in the Computer Aided Dispatch System.

  The continued reduction in the Part I crime rate (please reference chart on page 8) can be attributed, in part, to the Crime Suppression Plan, which coincides with the University of Delaware semester schedule. During this time frame, violent crimes spike in and around the downtown areas of the city. The Crime Suppression Plan breaks the downtown area into small patrol sectors during peak call volume times. Aggressive and proactive patrol techniques are deployed, which has shown a successive drop in Part I crime. Since 2006, Part I crimes have decreased by 44.88%. In addition, the Patrol Division has implemented Directed Patrols. Directed Patrols are when officers assigned to a certain area of the city, are directed to patrol specific areas based upon recent crime trends and citizen complaints.

- **Special Enforcement Division:**
  The Special Enforcement Division is comprised of several units including the Traffic Unit, Special Operations Unit, K9 Unit and Animal Control. Oversight of the division is maintained by the Special Enforcement Division Lieutenant.

Traffic Unit - The Traffic Unit is responsible for promoting traffic safety and enforcing traffic laws. The Traffic Unit is also responsible for investigating serious injury and fatal motor vehicle collisions.

Special Operations Unit - The Special Operations Unit was re-established in 2012 with the assistance of a COPS hiring grant. The primary responsibility of the SOU is to provide operational flexibility to impact specific crime and disorder problems as they arise in the community along with developing and participating in community outreach programs. SOU operates in a uniformed capacity and adheres to community-oriented policing and problem-solving principles.

K9 Unit - The K9 Unit consists of two officers and their K9 partners. A trained law enforcement K9 is a valuable supplement to police manpower due to the K9's superior sense of smell and hearing. The primary function of the K9 Unit is to perform searches, tracking and evidence detection. The K9 Unit is partially supported by fundraising activities by the Friends of Newark K9 program.

Animal Control - The Animal Control Officer is responsible for enforcing animal violations and public education regarding animal issues.

Administration and Investigations Bureau: The Administration and Investigations Bureau is broken down into three main components: The Administration Division, the Criminal Investigations Division and Auxiliary Services. Oversight of the bureau is provided by the Deputy Chief of Administration and Investigations.

- **Criminal Investigations Division:**
  The Criminal Investigations Division is broken down into several different units including the General Investigations Unit, Special Investigations Unit, Family Services Unit, Street Crimes Unit, and Victim Services Unit. Oversight for the Division is provided by the Criminal Division Lieutenant.

General Investigations Unit - The General Investigations Unit is responsible for the follow-up investigation of major crimes or crime involving long term or specialized investigative efforts.

Special Investigations Unit - The Special Investigations Unit is responsible for drug, vice and organized crime investigations. The members of this unit are assigned to the DEA Task Force.

Family Services Unit - The Family Services Unit is responsible for conducting follow-up investigations of domestic violence cases, cases involving juvenile victims and offenders including follow-up on juvenile runaway or missing persons, cases involving child abuse or neglect, and acts as the department liaison with family service organizations throughout the state.

Street Crimes Unit - The Street Crimes Unit is responsible for combating street crime using proactive tactics, conducting surveillance on known suspects, investigating nuisance crimes and providing support services to the units within the Criminal Investigations Division and the Patrol Division. As crime trends and community concerns rise, the Street Crimes Unit is deployed to the specific areas of the City to combat the increase.

Victim Services Unit - The Victim Services Unit provides social work services to victims and witnesses of violent crimes including but not limited to: crisis intervention, information and support for the court process and assistance in applying for Violent Crimes Compensation.

- **Administration Division:**
  The Administration Division is staffed by both sworn officers and civilian employees who serve in a variety of support functions including Crime Prevention & Analysis, Accreditation, School Resource Officer, Property & Evidence Custodian, Evidence Detection, Training Officer, and Property Coordinator. Oversight for the division is provided by the Administration Unit Lieutenant who also serves as the Professional Standards Officer and Public Information Officer.

Crime Prevention and Crime Analysis (CP/CA) - The CP/CA officer is responsible for providing security surveys, organizing Neighborhood Watch programs, implementing crime prevention programs, managing social media accounts, overseeing the volunteer program and public relations functions. The CP/CA Officer is also responsible for analyzing crime trends and reporting them to both the Field Operations Bureau and the Criminal Investigations Division.

Accreditation - The Accreditation Manager is responsible for ensuring that periodic reports, reviews, and other activities mandated by applicable CALEA accreditation standards are accomplished. The Accreditation Manager is responsible for developing and maintaining the Rules and Procedures Manual, preparing personnel allocation studies and management staff studies concerning various functions of the Department. The Accreditation Manager also prepares the police department for its on-site assessment and inspection conducted by CALEA.

School Resource Officer (SRO) - The SRO is responsible for investigating crimes involving juveniles as victims or offenders, managing youth-related problems, running the police explorer program, and maintaining liaison with local schools. The SRO is assigned and works full time at Newark High School and maintains a presence at the public elementary and charter schools.

Property & Evidence Custodian - The civilian Property & Evidence Custodian is responsible for storing and accounting for all evidence and recovered property, and for coordinating all building maintenance.

Evidence Detection Officer - The Evidence Detection Officer is responsible for coordinating the forensic processing of major crime scenes, for submitting evidence to laboratories, for coordinating the Field Evidence Technician program, and for maintaining all supplies required for processing evidence.

Training Officer - The Training Officer is responsible for all aspects department training, including ensuring compliance with the Commission on Accreditation of Law Enforcement Agencies (CALEA) and the Council on Police Training (COPT) mandates, managing the Field Training Officer Program, maintaining training files and managing the Department’s training budget.

Property Coordinator - The civilian Property Coordinator is responsible for assisting the Property & Evidence Custodian and others within the agency for the purchasing, distribution, storage and maintenance of departmental property.

- **Auxiliary Services:**
  Auxiliary Services are comprised of both the 911 Communications Center and Police Records. Oversight is provided by the Captain of Auxiliary Services who also serves as the liaison with the City IT Department on police information technology projects. This Captain also serves as the grant management coordinator.

Communications Section - The communications section is the City of Newark’s 911 center. Twelve full-time civilians are responsible for receiving complaints and emergency calls from citizens, retrieving information for patrol officers, and dispatching patrol officers to calls for service. The 911 center averages 100,000 phone calls per year and dispatches police to approximately 50,000 calls for service.

Records Section - The records section maintains a centralized records pool, sends the required reports to other agencies, and acts as a central repository for all records of official activity of the Department.

The civilian PSAP (Public Safety Answering Point) and Police Records Manager is responsible for day to day supervision of both sections.

CITY OF NEWARK, DELAWARE
PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
2020 DEPARTMENTAL NARRATIVE

Performance Indicators:	2016	2017	2018
Service / Arrest Statistics:			
Calls for Service	48,019	53,441	55,250
Adult Criminal Charges	2,057	2,090	2,187
Juvenile Criminal Charges	106	142	124
Part I Crime Statistics:			
Homicide (Attempts)	0(0)	1(0)	0(0)
Kidnap	8	1	1
Rape	4	9	14
Unlawful Sexual Contact	6	12	6
Robbery	41	31	19
Aggravated Assault	29	25	20
Burglary	78	49	49
Theft	684	563	599
Theft / Auto	53	47	50
Arson	2	1	0
All Other	129	105	110
Part I Crime Statistics Total:	**1,034**	**844**	**868**
Part II Crime Statistics Total:	**2,403**	**2,421**	**2,339**
Public Order Incidents: (Included in above Part II Crimes)			
Alcohol	234	144	215
Noise	679	808	772
Disorderly Conduct	158	160	160
Misdemeanor Assaults	316	298	249
Traffic Statistics:			
Motor Vehicle Arrests	10,460	9,338	10,270
DUI Arrests	192	183	191
Accidents	1,470	1,444	1,375
Fatalities	0	1	1
Injury Accidents	227	254	235

CITY OF NEWARK, DELAWARE
POLICE DEPARTMENT
2019 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments of 2019 include:

** 100% Compliance with First Annual CALEA Compliance Review

** Successful transition to CALEA 6th Edition Law Enforcement Accreditation Manual

** Overall Part 1 Crime Reduction from 2017-2018 of 3%

** Overall Part 1 Crime Reduction from 2006-2018 of 45%

Notable Training:

- Force on Force and De-escalation Simunitions Scenario Training
- Continued Laser Shot Training
- Fair and Impartial Policing Training
- Tyler/New World Conference and Training
- Crisis Intervention Training
- Supervisory and Executive Leadership Training
- Crowd Management Techniques
- F.B.I. LEEDA
- NJSACOP Command and Leadership Program
- F.B.I. National Academy (1 Graduate)
- ALICE (Active Shooter) Instructor Training
- Advanced Collison Reconstruction
- PATC Recruitment, Hiring and Officer Retention
- University of Tennessee National Forensics Academy
- Amtrak RailSafe
- Provided department wide training for LPR use and policy

CITY OF NEWARK, DELAWARE
POLICE DEPARTMENT
2019 DEPARTMENTAL ACCOMPLISHMENTS

<u>Key accomplishments of 2019 include (continued):</u>

Community Events and Social Media Outreach:

- National Night Out
- Citizens Police Academy
- Newark Police Explorer Post
- Toys for Tots
- Active Facebook, Instagram, Next Door and Twitter Accounts (Over 20,000 followers)
- Camp Real and Camp Awesome
- "No Shave November"
- Ladies and Gentlemen's Club at Downes Elementary School
- Mobile PAL Summer Program

Technology:

- Crafted Grants to support the acquisition of body worn cameras
- Web-based Crimemapping software
- Initiated the implementation of EPD (Priority Dispatching)

Equipment Upgrades:

- Expanded LPR capabilities
- Continued to expand the City Security/Surveillance Network currently up to 110 cameras
- Crafted RFP for the acquisition of inclusive MVR/BWC/Interview and Digital Evidence Management System – anticipated award and procurement in 2019
- Deployed Cradlepoints in all Patrol Vehicles
- Upgraded vehicle mobile radios
- Additional Ballistic Speed Plates and carriers for Patrol Officers to utilize during critical response

Newark Police Department Strategic Goals for 2020 include:

Goal One – Reduce, Solve, and Prevent Part I Crime

Strategies:

I. Utilize the Crime Analysis Officer to identify major crime trends, crime map hot spot areas, and analyze and predict criminal activity.

II. Develop strategies designed to reduce repeat victimization based on the following responses:

A. Protecting victims by blocking future opportunities
B. Shifting responsibility for repeat victimization through victim education and encouraging the enhancement of business management practices.
C. Increasing actual or perceived risks of apprehension for offenders, primarily repeat offenders

III. Partner with allied law enforcement agencies to combat crime.

IV. Enhance computer and cell phone forensic capabilities.

V. Develop a comprehensive training program for new detectives.

VI. Expand capabilities for major crime scene evidence collection and processing response.

Goal Two – Focused Efforts on the Reduction of Order Maintenance Crimes

Strategies:

I. Conduct educational outreach campaigns.

II. Develop and implement targeted enforcement strategies.

III. Partner with the Delaware Division of Alcohol and Tobacco Enforcement to combat the underage sale of alcohol.

Newark Police Department Strategic Goals for 2020 (continued):

Goal Three – Enhance Community Relations and Sustain Community Partnerships

Strategies:

I. Evaluate and enhance partnership opportunities with local businesses.

II. Engage the community in joint problem solving and crime prevention activities.

III. Identify effective methods to bolster the Department's social media presence as a platform to increase transparency, engage the community, and disseminate information.

IV. Develop and enhance the mission of the Special Operations Unit as it relates to community outreach.

Goal Four – Embrace and Integrate Technology

Strategies:

I. Enhance technology partnerships with the law enforcement community and other stakeholders.

II. Identify, evaluate, and procure new technologies which will increase the level of efficiency in conducting investigations and enhance the delivery of police services.

III. Blend current access technologies with the next generation devices to remain ahead of the technology curve and plan for cost-effective replacement of mobile data needs.

IV. Continue to acquire grants that would benefit the department; continue to gain support for needed technology projects in traditional means such as budget items.

Goal Five – Attention to Recruitment, Retention, and Diversity

Strategies:

I. Examine current recruiting and hiring practices to determine trends and patterns for opportunities of improved focus.

II. Continue to evaluate hiring standards to ensure continued inclusiveness of applicants of all backgrounds while not sacrificing the quality of our officers.

III. Improve internal communication, be responsive to employees, and provide training opportunities to all employees.

General Fund - Police Department

Summary:

POLICE DEPARTMENT - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 10,247,597	$ 10,624,966	$ 11,398,601	$ 12,256,404	$ 12,224,697	$ 12,942,284
Materials and Supplies	183,963	209,225	201,167	200,610	206,276	200,894
Contractual Services	336,737	304,054	789,934	2,010,722	1,090,333	1,397,146
Other Charges	352,030	320,083	321,084	327,113	410,145	468,246
Subtotal	$ 11,120,327	$ 11,458,328	$ 12,710,786	$ 14,794,849	$ 13,931,451	$ 15,008,570
Inter-Dept. Charges	814,078	1,002,755	757,747	795,587	841,392	814,819
Total Operating Expenses	**$ 11,934,405**	**$ 12,461,083**	**$ 13,468,533**	**$ 15,590,436**	**$ 14,772,843**	**$ 15,823,389**

POLICE DEPARTMENT
WAGE AND SALARY BUDGET - 2020
SWORN PERSONNEL

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Chief of Police	MGMT	33	1.0	$ 130,856	1.0	$ 135,240	0.0	$ 4,384	3.4%
Deputy Chief of Police	MGMT	31	2.0	$ 243,670	2.0	$ 252,281	0.0	$ 8,611	3.5%
Captain	FOP	6	1.0	$ 111,209	1.0	$ 114,285	0.0	$ 3,076	2.8%
Lieutenant	FOP	5	4.0	$ 408,840	4.0	$ 421,590	0.0	$ 12,750	3.1%
Sergeant	FOP	4	11.0	$ 1,051,103	11.0	$ 1,082,433	0.0	$ 31,330	3.0%
Master Corporal	FOP	3	10.0	$ 857,738	10.0	$ 883,012	0.0	$ 25,274	2.9%
Corporal	FOP	2	25.0	$ 1,959,392	30.0	$ 2,373,807	5.0	$ 414,415	21.2%
Police Officer	FOP	1	17.0	$ 1,027,416	12.0	$ 731,832	(5.0)	$ (295,584)	-28.8%
Total Full-Time Positions			71.0	**$ 5,790,224**	71.0	**$ 5,994,480**	0.0	**$ 204,256**	**3.5%**
OTHER									
Education Stipend				$ 52,000		$ 52,750		$ 750	1.4%
Service Award				$ 121,653		$ 130,637		$ 8,984	7.4%
Sick Pay				$ 84,962		$ 107,884		$ 22,922	27.0%
Standby Pay				$ 31,400		$ 31,792		$ 392	1.2%
Overtime				$ 301,320		$ 305,370		$ 4,050	1.3%
Holiday Premium				$ 83,987		$ 85,316		$ 1,329	1.6%
Reimburseable Overtime				$ 161,109		$ 163,123		$ 2,014	1.3%
Uniform Allowance				$ 25,000		$ 27,600		$ 2,600	10.4%
Device Reimbursements				$ 1,800		$ 1,200		$ (600)	-33.3%
Total Other				**$ 863,231**		**$ 905,672**		**$ 42,441**	**4.9%**
Sworn Personnel Totals			**71.0**	**$ 6,653,455**	**71.0**	**$ 6,900,152**	**0.0**	**$ 246,697**	**3.7%**

POLICE DEPARTMENT
WAGE AND SALARY BUDGET - 2020
NON-SWORN PERSONNEL/CIVILIAN POSITIONS

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
PSAP and Police Records Manager	MGMT	21	1.0	$ 66,457	1.0	$ 70,486	0.0	$ 4,029	6.1%
Admin Professional II	CWA F/T	13	1.0	$ 64,519	1.0	$ 66,970	0.0	$ 2,451	3.8%
Evidence Technician	CWA F/T	13	1.0	$ 52,277	1.0	$ 55,455	0.0	$ 3,178	6.1%
Communications Officer II	CWA F/T	15A	4.0	$ 279,082	4.0	$ 287,799	0.0	$ 8,717	3.1%
Communications Officer	CWA F/T	14A	8.0	$ 509,409	8.0	$ 530,883	0.0	$ 21,474	4.2%
Admin Professional I	CWA F/T	10	1.0	$ 54,198	1.0	$ 55,644	0.0	$ 1,446	2.7%
Victim Services Coordinator	CWA F/T	9	1.0	$ 51,959	1.0	$ 55,126	0.0	$ 3,167	6.1%
Animal Control Officer	CWA F/T	8	1.0	$ 54,455	1.0	$ 57,175	0.0	$ 2,720	5.0%
Total Full-Time Positions			18.0	**$ 1,132,356**	18.0	**$ 1,179,538**	0.0	**$ 47,182**	**4.2%**
PART-TIME FUNDING									
Property Coordinator	CWA P/T			$ 41,584		$ 43,886		$ 2,302	5.5%
Secretary	CWA P/T			$ 61,991		$ 64,441		$ 2,450	4.0%
Total Part-Time Funding				**$ 103,575**		**$ 108,327**		**$ 4,752**	**4.6%**
OTHER									
Service Award				$ 17,953		$ 19,254		$ 1,301	7.2%
Sick Pay				$ 9,322		$ 9,322		$ -	0.0%
Overtime				$ 22,680		$ 22,680		$ -	0.0%
Shift Differential				$ 16,206		$ 16,206		$ -	0.0%
Holiday Premium				$ 22,326		$ 22,326		$ -	0.0%
Device Reimbursements				$ 600		$ 600		$ -	0.0%
Total Other				**$ 89,087**		**$ 90,388**		**$ 1,301**	**1.5%**
Non-Sworn Personnel/Civilian Totals			**18.0**	**$ 1,325,018**	**18.0**	**$ 1,378,253**	**0.0**	**$ 53,235**	**4.0%**
POLICE DEPARTMENT TOTAL			**89.0**	**$ 7,978,473**	**89.0**	**$ 8,278,405**	**0.0**	**$ 299,932**	**3.8%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Police Department

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0121092	6020	Supervisory	$ 1,275,093	$ 1,717,884	$ 1,876,784	$ 1,942,417	$ 2,012,135	$ 2,076,315
0121092	6030	Engineering/Technical	30,539	40,411	47,286	49,198	51,959	55,126
0121092	6070	Police Officers	3,659,997	3,426,038	3,528,931	3,656,106	3,844,546	3,988,651
0121092	6073	Communications	581,866	679,771	713,315	750,937	788,491	818,682
0121092	6074	Animal Control	48,884	50,292	51,707	53,680	54,455	57,175
0121092	6080	Clerical	152,151	170,075	208,704	220,010	232,985	242,510
0121092	6540	Education Stipend	-	-	-	-	52,000	52,750
0121092	6580	Service Award	95,224	102,707	114,822	126,630	139,606	149,891
0121092	6590	Sick Pay	71,108	73,634	70,684	80,466	94,284	117,206
0121092	6600	Part-Time	56,165	69,359	48,897	41,586	41,584	43,886
0121092	6619	Standby Pay	23,543	29,481	31,093	33,153	31,400	31,792
0121092	6620	Overtime	368,786	366,714	444,960	362,036	324,000	328,050
0121092	6621	Shift Differential	62,566	65,074	69,941	12,302	16,206	16,206
0121092	6622	Holiday Premium	95,458	98,938	113,613	119,830	106,313	107,642
0121092	6629	Reimbursable Overtime	183,270	186,361	158,365	256,642	161,109	163,123
0121092	6880	Uniform Allowance	21,000	24,485	24,673	24,102	25,000	27,600
0121092	6885	Device Reimbursement	-	-	-	2,400	2,400	1,800
0121092	6920	Unemployment Comp. Ins.	39,355	35,721	32,105	26,410	24,288	25,867
0121092	6930	Social Security Taxes	502,247	526,230	560,372	574,687	580,124	602,296
0121092	6940	City Pension Plan	1,427,577	1,331,839	1,345,933	1,643,806	1,530,860	1,650,000
0121092	6941	Defined Contribution 401(a) Plan	13,789	17,441	25,209	27,045	28,689	34,803
0121092	6942	Deferred Compensation Employer	-	1,899	-	-	-	-
0121092	6950	Term Life Insurance	25,367	24,176	27,441	28,722	29,835	30,426
0121092	6960	Group Hospitalization Ins.	1,219,047	1,238,430	1,346,897	1,465,112	1,546,622	1,710,385
0121092	6961	Long-Term Disability Ins.	10,454	9,698	11,049	11,732	12,371	16,236
0121092	6962	Dental Insurance	80,670	81,213	83,772	82,173	83,863	91,999
0121092	6963	Flexible Spending Account	693	599	567	793	756	630
0121092	6964	Health Savings Account	9,175	10,600	8,250	5,250	5,250	4,500
0121092	6965	Post-Employment Benefits	168,259	207,401	406,643	611,097	351,170	440,689
0121092	6966	Retirement Health Savings Account	17,545	24,032	31,832	33,430	35,000	38,367
0121092	6967	Emergency Room Reimbursements	4,748	10,466	10,485	10,264	12,905	12,905
0121092	6968	Vision Insurance Premiums	3,021	3,997	4,271	4,388	4,491	4,776
TOTAL PERSONNEL SERVICES			**$ 10,247,597**	**$ 10,624,966**	**$ 11,398,601**	**$ 12,256,404**	**$ 12,224,697**	**$ 12,942,284**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Police Department

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0121093	7040	Firearm Supplies	$ 29,459	$ 63,919	$ 59,350	$ 49,459	$ 62,326	$ 53,444
0121093	7130	Tools and Small Equipment	24,211	32,850	26,136	44,303	35,700	35,700
0121093	7131	Information Technology Supplies	-	-	-	-	-	1,000
0121093	7135	Forensic/Photography Supplies	7,190	6,254	6,744	6,847	7,100	7,100
0121093	7140	Uniforms	98,958	89,375	88,893	82,916	80,000	82,500
0121093	7150	Office Supplies	11,461	9,883	12,678	11,115	12,500	12,500
0121093	7160	Books, Periodicals, Etc.	1,644	501	-	546	1,500	1,500
0121093	7200	Copying Supplies	6,055	4,101	5,578	4,172	5,700	5,700
0121093	7250	Buildings & Grounds Maint.	3,462	373	-	-	-	-
0121093	7300	Mach. & Equip. Maintenance	-	-	180	-	-	-
0121093	7530	Prisoners' Expenses	318	276	160	35	250	250
0121093	7550	Misc. Supplies	1,205	1,693	1,448	1,217	1,200	1,200
TOTAL MATERIALS & SUPPLIES			**$ 183,963**	**$ 209,225**	**$ 201,167**	**$ 200,610**	**$ 206,276**	**$ 200,894**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Police Department

Expenditures:

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0121094	8020	Advertising	$ 525	$ 782	$ 1,439	$ 320	$ 600	$ 600
0121094	8030	Casualty Insurance	184,600	184,546	146,390	120,774	127,205	127,500
0121094	8031	Insurance - Property	-	-	1,528	1,900	2,475	2,470
0121094	8032	Insurance - Auto	-	-	26,015	49,613	51,065	55,930
0121094	8033	Insurance - Broker	-	-	12,225	16,643	17,015	16,960
0121094	8035	Insurance - Worker's Compensation	-	-	-	-	127,259	424,150
0121094	8050	Phone/Communications	43,536	42,371	23,672	20,616	12,600	12,600
0121094	8130	Building & Equipment Rental (1)	-	-	22,500	22,500	22,500	27,250
0121094	8131	Information Technology Cont'l	62,597	28,001	96,663	82,437	143,722	124,697
0121094	8180	Consulting Fees	4,065	4,065	4,065	5,567	5,000	5,000
0121094	8250	Building & Grounds Maint.	-	4,859	-	-	-	-
0121094	8300	Mach. & Equip. Maintenance	26,907	14,451	6,937	4,821	8,000	8,000
0121094	8312	Fleet & Facilities Services	-	-	413,852	1,657,852	535,592	553,689
0121094	8480	Communication Equip. Maint.	3,113	896	198	-	1,000	1,000
0121094	8550	Misc. Contracted Svc.	11,394	16,473	28,127	20,182	28,800	29,800
0121094	8570	Annual Reports & Pub. Rel.	-	7,610	6,323	7,497	7,500	7,500
TOTAL CONTRACTUAL SERVICES			**$ 336,737**	**$ 304,054**	**$ 789,934**	**$ 2,010,722**	**$ 1,090,333**	**$ 1,397,146**

(1) Includes Alcohol Beverage Control Program

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Police Department

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0121095	9020	Mileage & Small Bus. Exp.	$ 1,898	$ 2,309	$ 3,516	$ 4,193	$ 3,500	$ 3,500
0121095	9030	Recruitment & Retention	-	-	-	-	14,000	14,000
0121095	9040	Dues & Professional Organizations	25,776	26,828	(200)	-	-	-
0121095	9060	Depreciation Expense	309,507	281,124	285,474	283,026	352,645	410,746
0121095	9070	Training & Continuing Educ/Conf	14,849	9,822	32,294	39,894	40,000	40,000
TOTAL OTHER CHARGES			**$ 352,030**	**$ 320,083**	**$ 321,084**	**$ 327,113**	**$ 410,145**	**$ 468,246**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 197,306	$ 203,083	$ 189,093	$ 218,240	$ 209,637	$ 207,849
Buildings and Grounds	30,564	104,930	-	-	-	-
Electricity	91,000	88,700	76,200	75,103	73,200	67,302
Information Technology	203,948	305,017	490,090	484,772	534,235	515,010
Mailroom and Postage	-	-	-	53	8,890	9,300
Other Indirect Expenses	10,141	5,649	2,364	5,789	2,750	2,750
Records	-	-	-	11,630	12,680	12,608
Vehicles and Equipment	281,119	295,376	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 814,078**	**$ 1,002,755**	**$ 757,747**	**$ 795,587**	**$ 841,392**	**$ 814,819**

OPERATING EXPENSES - POLICE DEPARTMENT	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 11,934,405**	**$ 12,461,083**	**$ 13,468,533**	**$ 15,590,436**	**$ 14,772,843**	**$ 15,823,389**

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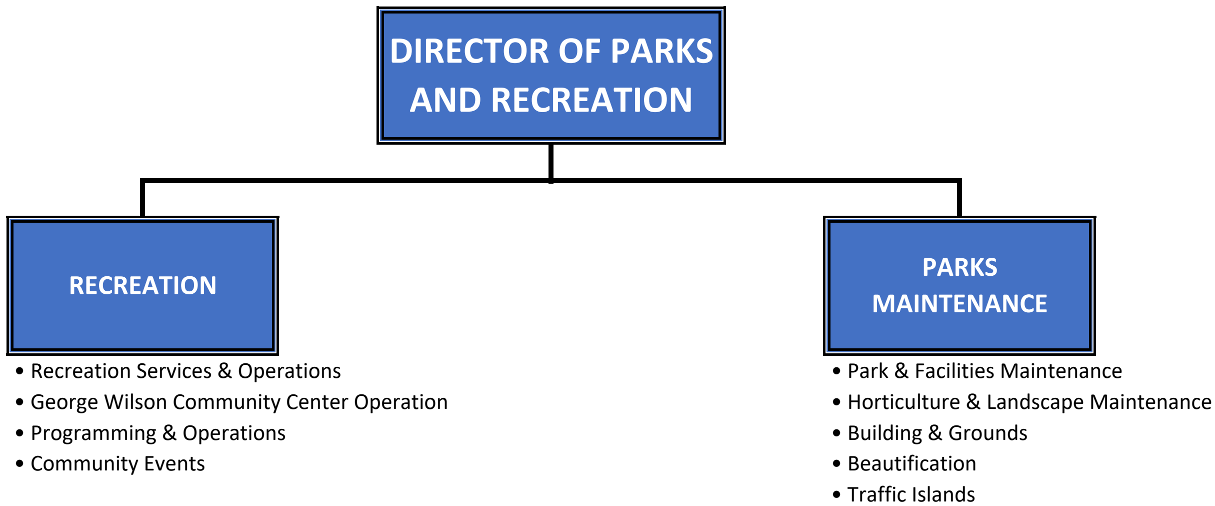
CITY OF NEWARK, DELAWARE
PARKS AND RECREATION DEPARTMENT
ORGANIZATIONAL CHART



CITY OF NEWARK, DELAWARE
PARKS AND RECREATION DEPARTMENT
2020 DEPARTMENTAL NARRATIVE

The Parks and Recreation Department operates, maintains and manages the City's Park system and Recreation services through its divisions as described below.

Administration and Planning

The Division directs and supervises all recreation, park and horticulture programs, facilities and operations. It is responsible to oversee the planning, design, construction, renovation, and maintenance of park facilities; recreation services, operating and capital budgets, department advertising and promotion, research grant funding and community partners to assist in accomplishing department wide efforts.

Parks and Horticulture

The Division is responsible for the maintenance of 650 acres of parkland which includes 52 park and open space areas, 17 miles of trails, more than 50 landscaped sites and more than 386 acres of forested lands. Routine maintenance and repairs are made to playground equipment, athletic fields (10), basketball (19), tennis (18) and street hockey courts (2), skateboard facilities (2); shelters (10), fencing, trails, foot bridges, buildings, pools (2) and parking lots (11). The Division also performs tree, turf and landscape maintenance, snow and ice removal at City buildings, park sites and downtown parking lots; oversees the removal of creek blockages and contracted tree work, conducts regular inspections of all facilities and areas to identify maintenance needs, and provides support services to the recreation division for programs and events and other City departments as needed.

Recreation Services

The Division is responsible for planning and conducting a wide variety of recreation activities and events which enhance the quality of life for the citizens of Newark. More than 200 programs and events are offered each year which includes topics and areas such as health and fitness, youth and adult sports leagues and skill development classes, arts, camps, and community events. Over 7,000 registrations were received in 2018 for the various programs and events with a total of over 75,000 participants throughout the year.

CITY OF NEWARK, DELAWARE
PARKS AND RECREATION DEPARTMENT
2019 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2019 include:

PARKS:

- Completed improvements to the Fairfield Crest to Creek Road connector including paving the road and improved lighting.
- Completed repurpose of tennis court at Kershaw Park to basketball court.
- Completed remediation and demolition of Rodney dorms as part of the park and stormwater improvements.
- Installed new playground at White Chapel Park.
- Completed update of Master Plan for Old Paper Mill Park.
- Redesigned and installed upper berm at Olan Thomas Park along Paper Mill Road.
- Installed additional plantings at Preston's Playground and the Newark Reservoir.
- Continued control of invasive species at Curtis Mill Park and Old Paper Mill Park.
- In coordination with USDA (US Department of Agriculture), identified Emerald Ash Borer in several trees within City limits and launched control measures and notified residents through social media of preventative measures.
- Completed selective cutbacks and treatment of stumps in meadow area at Handloff Park.
- Completed new roof installation on shelter at Fairfield Park.
- Built gaga pit and a cover for the rain barrel collection station at the Newark Community Garden located at Fairfield Park as part of an Eagle Scout project.

RECREATION:

- The volunteer program increased significantly in 2018 with over 9,000 volunteer hours completed. This is over 2,200 more hours than 2018. A large part of this increase included assisting with the installation of Preston's Playground and the Go Baby Go Event.
- Implemented a new online registration software system that better serves our needs and is PCI compliant.
- Completed a salary survey of similar local agencies to determine hourly wages due to increase of minimum wage for the State of Delaware.

RECREATION (Continued):

- Conducted a very successful Volunteer Appreciation and Fair at the Newark Free Library with 13 participating vendors and over 200 people in attendance.
- Completed a strategic plan that includes a mission statement, vision and goals for the department.
- Completed the update for the George Wilson Center staff manual that now includes emergency facility procedures, the new kitchen appliances information and the update for the birthday party packages.

CITY OF NEWARK, DELAWARE
PARKS AND RECREATION DEPARTMENT
2020 DEPARTMENTAL GOALS

Goals for 2020 include:

- Redesign and install lower berm at Olan Thomas Park.
- Complete the White Clay Creek pedestrian and bicycle bridge installation.
- Continue invasive control throughout the park system.
- Complete trunk injections for Emerald Ash Borer control on 36 ash trees in the park system.
- Completion of park and stormwater areas at the Rodney dorms.
- Installation of central air conditioning in the George Wilson Center.
- Hard surface improvements for various parks and ADA accessibility improvements.
- Improve the drainage issues at the multi-purpose court at Dickey Park.
- Improve the landscaping on Academy Building Lawn around the Memorial plaque.
- Install a sand volleyball court in our park system.

Registrant Totals for Fall 2018-Summer 2019

Activity	Registrant/Participation	Resident	Non-Resident
Community Events	2,208	967	1,241
Trips	54	22	32
Preschool Activities	111	51	60
Youth/Teen Activities	3,104	1,486	1,618
Adult Activities	1,432	569	863
George Wilson Center Rentals	216	104	112
Grand Totals	**7,125**	**3,199**	**3,926**

Registrant Totals for Fall 2017-Summer 2018

Activity	Registrant/Participation	Resident	Non-Resident
Community Events	2,123	945	1,178
Trips	46	23	23
Preschool Activities	105	58	47
Youth/Teen Activities	3,318	1,654	1,664
Adult Activities	1,445	613	832
George Wilson Center Rentals	208	112	96
Grand Totals	**7,245**	**3,405**	**3,840**

Registrant Totals for Fall 2016-Summer 2017

Activity	Registrant/Participation	Resident	Non-Resident
Community Events	2,044	896	1,148
Trips	52	24	28
Preschool Activities	100	41	59
Youth/Teen Activities	3,360	1,618	1,742
Adult Activities	1,211	507	704
George Wilson Center Rentals	182	90	92
Grand Totals	**6,949**	**3,176**	**3,773**

Registrant Totals for Fall 2015-Summer 2014

Activity	Registrant/Participation	Resident	Non-Resident
Community Events	1,821	513	1,308
Trips	46	18	28
Preschool Activities	126	60	66
Youth/Teen Activities	3,536	1,741	1,795
Adult Activities	735	351	384
George Wilson Center Rentals	174	49	125
Grand Totals	**6,438**	**2,732**	**3,706**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Activities Measurements

Performance Indicators:	2017 (Fall'16-Sum'17)	2018 (Fall'17-Sum'18)	2019 (Fall'18-Sum'19)
Revenue			
Community Events	49,394	63,884	51,439
Trips	2,867	2,396	2,839
Preschool Activities	6,590	7,810	9,868
Youth/Teen Activities	497,183	502,339	499,609
Adult Activities	48,367	55,331	62,694
Community Pools	760	820	840
George Wilson Center	53,310	64,695	74,994
Total	**$ 658,471**	**$ 697,275**	**$ 702,283**
Volunteer Hours			
Community Events	2,296	2,084	1,651
Youth/Teen Activities	3,716	2,963	4,168
Parks/Other	904	1,329	815
Total	**6,916**	**6,376**	**6,634**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Parks and Recreation Department

Summary:

PARKS AND RECREATION DEPARTMENT - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 2,117,476	$ 2,108,207	$ 2,167,464	$ 2,293,051	$ 2,403,230	$ 2,550,566
Materials and Supplies	96,877	82,138	93,397	92,608	117,805	128,185
Contractual Services	283,134	300,487	517,003	1,367,766	653,818	739,106
Other Charges	67,845	87,747	71,950	55,118	82,918	81,280
Subtotal	$ 2,565,332	$ 2,578,579	$ 2,849,814	$ 3,808,543	$ 3,257,771	$ 3,499,137
Inter-Dept. Charges	315,822	426,537	298,352	299,319	319,751	311,900
Special Revenue Accounts	15,783	24,953	55,235	18,404	50,075	35,096
Total Operating Expenses	**$ 2,896,937**	**$ 3,030,069**	**$ 3,203,401**	**$ 4,126,266**	**$ 3,627,597**	**$ 3,846,133**

PARKS AND RECREATION DEPARTMENT
WAGE AND SALARY BUDGET - 2020

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Director of Parks & Recreation	MGMT	31	1.0	$ 100,964	1.0	$ 107,042	0.0	$ 6,078	6.0%
Deputy Director of Parks & Recreation	MGMT	23	1.0	$ 83,303	1.0	$ 91,762	0.0	$ 8,459	10.2%
Parks Superintendent	MGMT	21	1.0	$ 84,056	1.0	$ 85,869	0.0	$ 1,813	2.2%
Parks Supervisor	MGMT	17	1.0	$ 71,536	1.0	$ 73,548	0.0	$ 2,012	2.8%
Recreation Supervisor	CWA F/T	18	3.0	$ 221,618	3.0	$ 232,661	0.0	$ 11,043	5.0%
Customer Service Clerk I	CWA F/T	10	1.0	$ 47,622	1.0	$ 50,510	0.0	$ 2,888	6.1%
Maintenance IV	AFSCME LOCAL 1670 F/T	8	4.0	$ 242,188	4.0	$ 242,208	0.0	$ 20	0.0%
Maintenance III	AFSCME LOCAL 1670 F/T	6	1.0	$ 56,542	1.0	$ 56,546	0.0	$ 4	0.0%
Equipment Operator	AFSCME LOCAL 1670 F/T	3	2.0	$ 105,705	2.0	$ 105,713	0.0	$ 8	0.0%
Total Full-Time Positions			15.0	**$ 1,013,534**	15.0	**$ 1,045,859**	0.0	**$ 32,325**	**3.2%**
PART-TIME FUNDING									
Creative Designer/Admin Support	CWA P/T			$ 36,490		$ 38,704		$ 2,214	6.1%
Recreation Specialist - Special Events	CWA P/T			$ 40,356		$ 37,344		$ (3,012)	-7.5%
Community Center Aide	CWA P/T			$ 42,628		$ 30,627		$ (12,001)	-28.2%
Total Part-Time Funding				**$ 119,474**		**$ 106,675**		**$ (12,799)**	**-10.7%**
OTHER									
Service Awards				$ 29,420		$ 31,832		$ 2,412	8.2%
Sick Pay				$ 12,933		$ 15,146		$ 2,213	17.1%
Temporary Maintenance (Seasonal)				$ 137,300		$ 137,300		$ -	0.0%
Overtime				$ 31,000		$ 31,000		$ -	0.0%
Day Camp				$ 46,500		$ 48,825		$ 2,325	5.0%
Before & After Care				$ 100,000		$ 105,000		$ 5,000	5.0%
Self Supporting Program				$ 120,000		$ 126,000		$ 6,000	5.0%
Life Guards				$ 13,600		$ 14,280		$ 680	5.0%
Uniform Allowance				$ 4,680		$ 4,680		$ -	0.0%
Device Reimbursements				$ 3,300		$ 3,300		$ -	0.0%
Total Other				**$ 498,733**		**$ 517,363**		**$ 18,630**	**3.7%**
Total All			**15.0**	**$ 1,631,741**	**15.0**	**$ 1,669,897**	**0.0**	**$ 38,156**	**2.3%**

General Fund - Parks and Recreation Department

Expenditures:

PERSONNEL SERVICES				2015 ACTUAL		2016 ACTUAL		2017 ACTUAL		2018 ACTUAL		2019 BUDGET AS AMENDED		2020 BUDGET
0151142	6020	Supervisory	$	538,072	$	521,023	$	528,239	$	543,702	$	561,477	$	590,882
0151142	6030	Engineering/Technical		-		11,755		29,631		30,867		36,490		38,704
0151142	6080	Clerical		102,159		55,412		42,477		45,060		47,622		50,510
0151142	6230	Maintenance Workers		345,719		366,196		379,799		372,633		404,435		404,467
0151142	6580	Service Award		26,126		22,551		24,281		27,257		29,420		31,832
0151142	6590	Sick Pay		16,722		14,277		11,626		12,222		12,933		15,146
0151142	6610	Seasonal		100,489		117,005		116,442		124,085		137,300		137,300
0151142	6615	Interns		-		100		-		-		-		-
0151142	6620	Overtime		44,040		34,233		31,915		28,120		31,000		31,000
0151142	6622	Holiday Premium		-		2,762		2,350		2,759		-		-
0151142	6680	Day Camp		46,549		44,747		43,783		42,832		46,500		48,825
0151142	6685	Before and After Care		-		-		88,893		87,603		100,000		105,000
0151142	6690	Self-Supporting Programs		188,879		215,188		117,809		120,465		120,000		126,000
0151142	6750	Life Guards		11,089		12,243		12,494		12,003		13,600		14,280
0151142	6770	Comm Events - Rec Specialist		27,907		9,802		25,411		34,784		40,356		37,344
0151142	6850	Center Attendants		31,596		32,391		36,401		36,464		42,628		30,627
0151142	6880	Uniform Allowance		2,410		2,460		4,710		4,680		4,680		4,680
0151142	6885	Device Reimbursement		-		-		-		3,300		3,300		3,300
0151142	6920	Unemployment Comp. Ins.		15,509		14,871		13,036		11,756		5,169		6,526
0151142	6930	Social Security Taxes		110,370		108,487		111,607		113,911		120,850		124,369
0151142	6940	City Pension Plan		223,125		227,425		189,367		241,871		277,370		346,539
0151142	6941	Defined Contribution 401(a) Plan		-		3,972		7,666		8,039		8,396		9,012
0151142	6950	Term Life Insurance		4,551		4,444		4,374		4,552		4,648		4,695
0151142	6960	Group Hospitalization Ins.		231,306		229,350		254,261		258,750		269,505		286,512
0151142	6961	Long-Term Disability Ins.		1,840		1,731		1,699		1,784		1,839		2,394
0151142	6962	Dental Insurance		16,256		15,065		15,722		14,336		14,479		15,486
0151142	6963	Flexible Spending Account		378		331		247		252		252		189
0151142	6964	Health Savings Account		-		1,500		1,500		1,500		1,500		1,500
0151142	6965	Post-Employment Benefits		30,948		34,652		67,769		103,070		61,660		77,530
0151142	6966	Retirement Health Savings Account		-		1,442		2,719		2,758		2,800		2,842
0151142	6967	Emergency Room Reimbursements		800		2,000		400		800		2,175		2,175
0151142	6968	Vision Insurance Premiums		636		792		836		836		846		900
TOTAL PERSONNEL SERVICES			**$**	**2,117,476**	**$**	**2,108,207**	**$**	**2,167,464**	**$**	**2,293,051**	**$**	**2,403,230**	**$**	**2,550,566**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Parks and Recreation Department

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0151143	7020	Heating Fuel	$ 4,210	$ 2,679	$ 66	$ 71	$ -	$ 80
0151143	7021	Advertising Supplies	-	1,103	1,343	780	1,250	1,250
0151143	7110	Safety Shoes & Supplies	2,307	2,712	2,854	1,852	2,500	2,500
0151143	7130	Tools,Field Sup.,Small Equip.	5,332	9,223	7,028	7,204	6,800	6,800
0151143	7131	Information Technology Supplies	514	-	-	-	-	-
0151143	7150	Office Supplies	1,280	1,302	1,102	1,638	1,700	1,700
0151143	7160	Books, Periodicals, Etc.	-	-	-	-	100	100
0151143	7250	Bldg. & Grounds Maintenance	1,680	861	126	31	-	-
0151143	7300	Mach. & Equip. Maintenance	1,980	2,626	6,983	1,737	2,000	2,000
0151143	7450	Salt, Sand & Snow Removal	1,300	733	688	851	1,500	1,500
0151143	7500	Parks Maintenance	43,232	34,154	45,181	40,450	49,655	59,155
0151143	7501	Island Beautification	6,061	6,955	5,743	5,133	19,500	19,500
0151143	7550	Miscellaneous Supplies	688	349	708	53	-	-
0151143	7680	Day Camp	1,104	1,447	1,081	1,076	1,400	1,400
0151143	7685	Before and After Care	-	20	1,776	1,610	1,800	1,800
0151143	7690	Self-Supporting Programs	19,154	11,169	12,307	19,380	20,200	21,000
0151143	7691	Community Day	1,598	1,098	1,482	1,821	1,700	1,700
0151143	7692	Liberty Day Fireworks	248	290	75	1,599	500	500
0151143	7693	Halloween Parade/Trick or Treat	191	135	75	1,671	400	400
0151143	7694	Other Special Events	4,919	3,722	2,653	2,487	4,300	4,300
0151143	7850	George Wilson Center	1,079	1,560	2,126	3,164	2,500	2,500
TOTAL MATERIALS AND SUPPLIES			**$ 96,877**	**$ 82,138**	**$ 93,397**	**$ 92,608**	**$ 117,805**	**$ 128,185**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Parks and Recreation Department

Expenditures:

CONTRACTUAL SERVICES				2015 ACTUAL		2016 ACTUAL		2017 ACTUAL		2018 ACTUAL		2019 BUDGET AS AMENDED		2020 BUDGET
0151144	8020	Advertising	$	1,374	$	2,472	$	1,197	$	4,769	$	4,500	$	4,500
0151144	8030	Casualty Insurance		38,885		42,753		15,606		7,179		8,750		8,700
0151144	8031	Insurance - Property		-		-		4,348		6,421		6,830		7,030
0151144	8032	Insurance - Auto		-		-		13,275		24,931		26,080		25,327
0151144	8033	Insurance - Broker		-		-		3,044		3,650		4,100		4,096
0151144	8035	Insurance - Worker's Compensation		-		-		-		-		21,912		73,100
0151144	8040	Merchant Fees and Discounts		11,722		15,021		19,026		20,323		18,000		18,000
0151144	8050	Phone/Communications		16,802		16,758		20,401		17,963		17,200		16,200
0151144	8130	Bldg. & Equip. Rental		995		673		-		4,632		7,500		7,500
0151144	8131	Information Technology Cont'l		32,360		21,297		37,980		34,205		35,027		33,015
0151144	8300	Mach. & Equip. Maintenance		25		94		60		743		700		700
0151144	8312	Fleet & Facilities Services		-		-		166,654		982,166		234,590		247,425
0151144	8410	Creek Maintenance		3,709		16,087		20,382		29,800		35,000		25,000
0151144	8420	Tree Removal		25,371		24,585		42,300		58,500		40,000		50,000
0151144	8500	Parks Maintenance		18,608		16,584		13,600		19,358		24,694		25,928
0151144	8550	Misc. Contracted Services		16,762		262		118		61		-		-
0151144	8680	Day Camp		8,001		8,347		8,935		8,314		9,850		9,850
0151144	8685	Before and After Care		-		-		1,847		1,175		2,000		2,000
0151144	8690	Self-Supporting Programs		51,536		69,050		74,611		74,435		76,690		77,690
0151144	8691	Community Day		3,100		3,686		3,254		3,786		3,800		4,000
0151144	8692	Liberty Day/Fireworks		31,872		36,854		36,714		36,630		39,100		41,555
0151144	8693	Halloween Parade/Trick or Treat		800		800		-		470		800		2,200
0151144	8694	Other Special Events		4,540		4,430		6,408		5,414		6,500		6,500
0151144	8695	Newark Nite		302		-		-		-		-		-
0151144	8696	Memorial Day Parade		-		2,423		3,466		3,191		2,500		2,750
0151144	8850	George Wilson Center		621		552		477		1,295		1,000		2,500
0151144	8899	Retention Basin Mowing		15,749		17,759		23,300		18,355		26,695		43,540
TOTAL CONTRACTUAL SERVICES			**$**	**283,134**	**$**	**300,487**	**$**	**517,003**	**$**	**1,367,766**	**$**	**653,818**	**$**	**739,106**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Parks and Recreation Department

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0151145	9020	Mileage & Small Bus. Exp.	$ 21	$ 29	$ 35	$ 6	$ 50	$ 50
0151145	9040	Dues/Conferences Expenses	2,687	3,697	-	-	-	-
0151145	9060	Depreciation Expense	60,961	82,952	66,110	48,431	75,403	73,765
0151145	9070	Training & Continuing Educ/Conf	526	364	5,805	6,681	7,465	7,465
0151145	9099	Contingencies	3,650	705	-	-	-	-
TOTAL OTHER CHARGES			**$ 67,845**	**$ 87,747**	**$ 71,950**	**$ 55,118**	**$ 82,918**	**$ 81,280**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 66,038	$ 67,775	$ 60,604	$ 68,159	$ 65,518	$ 65,528
Buildings and Grounds	20,229	74,356	-	-	-	-
Electricity	19,902	20,368	16,297	17,421	15,686	14,382
Information Technology	88,724	132,691	205,783	187,480	206,401	199,174
Mailroom and Postage	-	-	-	16	2,743	2,869
Other Indirect Expenses	17,006	8,019	13,307	12,337	12,950	12,950
Printing and Reproduction	23,531	46,403	2,361	2,193	3,194	3,194
Records	-	-	-	11,713	13,259	13,803
Vehicles and Equipment	80,392	76,925	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ 315,822**	**$ 426,537**	**$ 298,352**	**$ 299,319**	**$ 319,751**	**$ 311,900**

OPERATING EXPENSES - PARKS AND RECREATION DEPARTMENT	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 2,881,154**	**$ 3,005,116**	**$ 3,148,166**	**$ 4,107,862**	**$ 3,577,522**	**$ 3,811,037**

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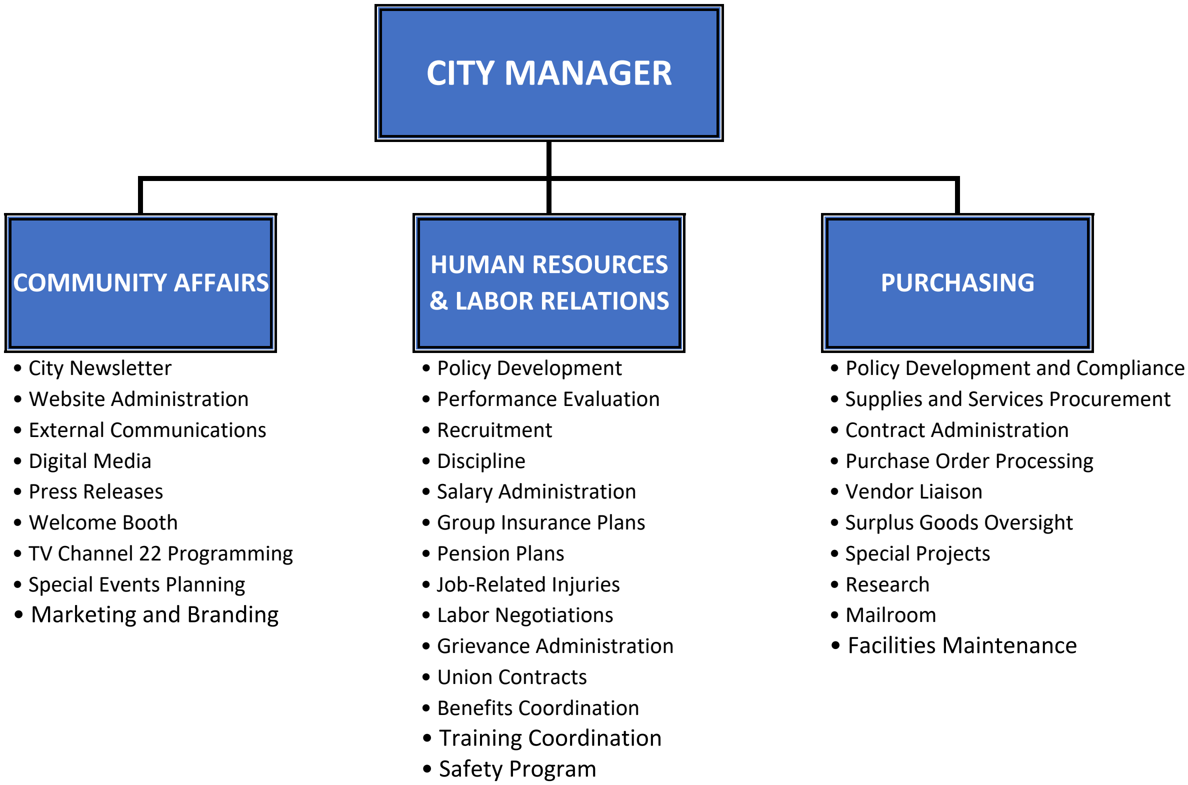
CITY OF NEWARK, DELAWARE
ADMINISTRATION DEPARTMENT
ORGANIZATIONAL CHART



CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
2020 DEPARTMENTAL NARRATIVE

Under the direction of the City Manager, the Administration Department oversees all operating departments and employees of the City, while working to coordinate a positive relationship with our community, including the state, University of Delaware, local businesses, non-profit groups, and neighborhood organizations.

Many interdepartmental activities are coordinated by employees of the Administration Department who work with Department Directors and other City employees to address challenges or provide project assistance. This Department continually evaluates staffing and services to efficiently use resources and provide appropriate staffing levels to meet expectations for service delivery. This Department assists in the formulation of City policies and is responsible for the execution of ordinances, charter provisions and City Council actions. Additional time is spent resolving problems and concerns received from the public and providing research assistance to all areas of the organization and Newark's City Council.

A detailed breakdown of the Department functions, as well as highlights from the previous fiscal year are provided as follows:

Personnel Administration:
The Personnel Administration division is responsible for the personnel and human resource functions, including policy formulation, recruitment, selection, promotion, training, discipline, performance evaluation, and fringe benefit administration. The Division also oversees and managements the self-insured Worker's Compensation fund; managing daily claims, case investigations and operates as the in-house Third-Party Administrator (TPA).

The Personnel Administration division oversees, in partnership with the Department within which the vacancy exists, the hiring of new employees as well as inhouse promotions and transfers. During 2018, the division was involved in the recruitment of 28 regular, full-time and part-time positions, of which 17 were full-time and 11 part-time. The promotion, upgrade, reclassification and transfer of 44 city employees occurred, and the hiring of 25 temporary employees or interns was completed as well. Additionally, the division coordinated with the Police Department Administration to complete a new recruitment for police officers and create a new employment list. Of the 17 full-time positions recruited for, 12 employees were hired. Of the 12 new, full-time employees, four (4) were recruited and hired police officers.

Labor Relations are also handled within the Personnel Administration division and includes the administration of labor relations involving four collective bargaining groups covering approximately 240 full and part-time employees. This includes contract negotiations, the administration of collective bargaining agreements and the resolution of grievances and disputes submitted by employees. The division is responsible for providing management employees with assistance and advice in the interpretation of contract provisions and grievance administration. CWA, AFSCME 1670, and AFSCME 3919's existing contracts are set to expire on December 31, 2019 so Personnel staff will be working with our labor counsel during the fall of 2019 to negotiate contract extensions. The existing FOP agreement is valid through December 31st, 2020 but during the last round of negotiations, we agreed to work with the FOP to potentially move them into the State's municipal police and fire pension plan. During 2019, we worked with the FOP to modify the City plan's police death benefits to match the state plan's benefit. Additionally, we modified the FOP agreement to allow the City to move into the state worker's compensation program through the Delea Founder's Insurance Trust (DFIT).

Purchasing:
The Purchasing division, in partnership with requesting Departments, handles purchases, contracts, and negotiations for the acquisition of materials, supplies, equipment, and services for the City. This includes the development and/or review of contract and request for proposal (RFP) documents and the resulting evaluation of bids and proposals. The Administration Department, in coordination with the requesting departments, make recommendations to City Council regarding the award of all bids and proposals, in accordance with City Code and the City's purchasing guidelines. The Purchasing Division also provides oversight and support to other Departments for large scale projects and programs. In 2018, 1,079 purchase orders were processed by the purchasing team. For purchases exceeding $25,000, there were 10 contracts and 2 RFP's totaling $2,764,898.

Communications:
Led by the Chief Communications Manager, the team consists of two additional members, the Creative Designer/Web Specialist and Welcome Center Receptionist. Together, the division is responsible for the design, review, and approval of nearly all communications produced by the City of Newark for distribution to the public. They use a variety of mediums: print, video, and electronic (including web and social media) to share information proactively and serve as liaisons with the media and members of the public to field and respond to questions or concerns. The team also works in partnership with other City Departments to craft messaging, distribute information, develop marketing materials, and respond to critical communication needs, when appropriate. This includes utilizing strategic communication tactics and working with various state, county and municipal agencies, as well as community partners, to respond to topics of interest, and ensure messaging is clear, concise and consistent, while also being shared with the public in a timely manner.

Since the division was formalized in 2016, a primary focus of the team is open government and greater access. This has been achieved in a variety of ways, including the addition of livestreamed City Council meetings and recorded town hall forums, which are shared online via the City website and social media accounts. Livestreaming and digital recording will be enhanced over the second half of 2019 as we complete the grant funded television studio project.

Another focus of the division is increased and enhanced communication with the public. In-house video production has increased, allowing for more dynamic content both on Newark TV22 and the City's social media accounts, which continue to grow. The City Facebook page is "liked" by more than 8,900 people, an increase of more than 1,500 in the past year and nearly 7,500 since the team was formalized; and the City's Twitter feed is followed by over 9,200 individuals. In addition to the City-run accounts, the Communication division supports both the Newark Police Department and Parks and Recreation Department in administering and developing content for their social media accounts.

Recognizing not all residents have access to online content, the Communication team mails a monthly newsletter as part of residential utility bills. The two-page newsletter is forward thinking – sharing timely information regarding upcoming events and opportunities for the public to engage on topics of importance to them.

The Communications division also maintains the City's website, which was redesigned and upgraded in 2017 – efforts that were recognized on the national level by the City-County Communications & Marketing Association.

Communications staff continue to maximize the value of the "InformMe" citizen notification system. In addition to urgent emergency messaging, the system allows the public to sign up for a variety of messages, and to set preferences for how they would prefer to be notified. The Communications team continues outreach efforts to encourage all residents to sign up for this service.

In addition, the division assists with marketing for major events including Restaurant Week, Wine and Dine, Food and Brew Fest, Parks on Draft, Community Day, National Night Out, and Taste of Newark, as well as several smaller events throughout the year. Division staff also assist with events organized by other departments, particularly to promote them and to assist with graphical design.

During 2019, following the employee climate survey that was completed the previous year, renewed focus has been placed on improving internal communications. The communications team has begun emailing out the monthly newsletter to all city employees. We have also installed several strategically located televisions and purchased an software program that will allow us to push out notifications and updates to employees here in City Hall along with our remove facilities who may not have regular access to email. We will also be creating an improved message board at the City's Field Operations Complex for posting of detailed information like training and policy changes. Lastly, we installed several computers that can be used by employees who don't have an assigned computer to access the employee self serve portal along with email and other computer needs.

Other Activities:
In addition to the day to day administration of City operations and handling of personnel, labor relations, purchasing, and public relations, the Administration Department is also involved in the following activities:

Committee Liaison:
The Administration Department continues to provide staff support to the The Newark Partnership Board, the Traffic Committee, the Newark Area Welfare Committee, and the NAACP. Staff members serve in a liaison capacity to maximize the effectiveness of various citizen boards, commissions, and authorities.

Interdepartmental Relations:
With the change to weekly council meetings, we now hold weekly staff meetings with the administration staff and Department Directors to facilitate communication on important issues and policies that may affect the City. Tentative City Council meeting agendas are reviewed and discussed at the staff meetings. Weekly reports are prepared and provided to Council summarizing progress on important projects and initiatives by each Department. Members of staff also attend City Council meetings as necessary to address Council on projects or services they are responsible for.

CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
2019 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2019 include:

- The City successfully converted from self insured to 3rd party insurance through the Delea Founder's Insurance Trust (DFIT) for worker's compensation insurance and entered the state's workers compensation program. Before this was completed, Newark was the only entity in Delaware that was not in the state's program which created uncertainty and increased our potential risk. DFIT is a municipally owned insurance trust through the Delaware League of Local Governments set up similarly to Delaware Valley Health Trust (DVHT) which we joined a few years ago for health insurance and under which we have experienced considerable savings compared to the private health insurance market.

- The City successfully secured funding from the State Revolving Loan fund to begin work on several referendum related projects including Rodney, South Well Field, upgrades to the sanitary sewer system, building repairs at the Newark Police Station, a replacement vehicle lift in the garage, and water main replacement.

- The Manager's office and Finance Department worked with Fulton Bank to enter some of our savings accounts into a sweep fund where we will receive interest income without reducing access to the funding for operating needs. This move is expected to bring in around $185,000 in additional interest income over a full 12 month period, assuming interest rates say consistent with what we have experienced this year.

- The City Manager's Office continues to recruit for vacant positions. This effort includes transition plans for key staff, recruitment and onboarding of many new employees, and when relevant, the promotion of existing staff to backfill vacancies. During early 2019, we had three Administration Department employees move on, two in communications and the assistant to the manager. With Council's approval, the two communications positions were combined into one, titled Chief Communications Officer, which was filled in June. The assistant to the manager position was also successfully filled in June, leaving only one outstanding vacancy in the department, the HR and Labor Relations Manager, which will be recruiting for as we move into the second half of 2019.

- The Manager's office continued working to implement improvements in response to the results of the 2018 employee climate survey. During 2019 we continued to have regular meetings of the Climate Survey Working Group, the Safety Committee, the Wellness and Employee Engagement Committee, and will be kicking off the Professional Development Committee in the second half of 2019, as staffing and time permits. The communications team has been focused this year on improving internal communications and especially communications out to employees in the field. We have made several operational changes and improvements throughout the year in support of this effort.

Key accomplishments in 2019 include (continued):

- The HR team continued development of the City's employee engagement and wellness effort which has been enhanced since the formation of a committee who makes recommendations on employee programs, events, wellness initiatives and oversees the wellness grant from our health insurance provider. The committee is currently working on a strategic plan to make upgrades and modifications to the Fitness Center. The wellness grant from DVHT has provided the City with health-minded items such as pedometers, an air purifier, water bottles, standing desks and next to update the Fitness Center. The annual Wellness Fair and Biometric Screenings continue to educate and engage employees, as well as other wellness initiatives to expand a culture of wellness to positively impact claims. According to our 2018 Delaware Valley Health Trust (DVHT) Wellness Program Report our overall employee/retiree participation in the wellness reimbursement and incentive program was up 50% . With an increase in awareness of healthy behaviors, DVHT hosted four employee lunch and learns throughout the year covering topics such as nutrition, exercise, work/life balance and wellness program overviews. The lunches continued to be heavily attended by employees and retirees. Additional wellness and employee engagement efforts completed this year are:
    - This year we held our first ever "Bring Your Child to Work Day" in April, with 25 participants of all ages ranging 8-17, the City planned a fun-filled day with activities and presentations from the various departments throughout the City.
    - We continued our monthly WOW breakfasts for employee recognition. The monthly nominations are overwhelming and it is always rewarding to see the response to the WOW program.
    - The committee will be working on a City-wide charity event once again for this fall.

- The Safety Committee passed by-laws, nominated officers, and completed the City Safety Manual, which will be used to inform staff of on-the-job safety requirements and ensure that all employees are using proper workplace safety precautions. The Committee additionally installed five safety suggestion boxes throughout municipal offices to offer staff a method to anonymously submit safety concerns to the Committee. Finally, the Safety Committee began the development of a job site visit checklist, which will allow Committee members or management to review employees' Safety manual adherence while working at various locations around Newark. Moving forward, the Committee will primarily focus on reviewing safety concerns raised through anonymous comments or job site visits. The Safety Committee has also begin sending attendees to the monthly DFIT Safety Committee meetings in Dover.

- Purchasing has completed year-to-date over 770 Purchase Orders, with vendor management for procurement and payments; 10 contracts have been developed and executed for City needs; and 5 RFP's have been issued.

Key accomplishments in 2019 include (continued):

- Each division (HR/Communications/Purchasing) all supported the City Manager with the goal to provide revenue estimates Council earlier in the budget process in coordination with the Finance Department. This expanded effort was completed in parallel to existing departmental service operations with positive involvement and constructive feedback to continue to improve future efforts.

- The Manager's office, in coordination with all operating departments, developed a comprehensive prioritization document that includes all ongoing major initiatives and efforts which was reviewed with Council to assist in a discussion on prioritization. Staff will continue to update and expand this document moving forward as a tool for Council to use when setting the City's work plan to achieve strategic goals.

CITY OF NEWARK, DELAWARE
ADMINISTRATIVE DEPARTMENT
2020 DEPARTMENTAL GOALS

Goals for 2020 include:

- Successfully recruit a new HR and Labor Relations Manager.
- Continue to support to operating departments for successful implementation of projects that were included in the 2018 capital referendum.
- Initiate a comprehensive strategic planning process for the City incorporating input from citizens, community and business partners, City Council, and staff. The goal is to develop a plan that effectively articulates City priorities, vision, and values to the Newark community and will be used to guide the work in all city service areas.
- Expand Employee Self Service (ESS) for broader HR access, comprehensive Open Enrollment, additional digital ESS and personnel related features.
- Improve recruitment and retention efforts city wide with an emphasis on improving results for the Police Department.
- Support the divisional goals of the Administrative Department, which are HR/Labor, Communications, Purchasing and Facilities Maintenance.
- Successfully complete the electric cost of service rate study and implement the modified rate design.
- Successfully complete and implement water and sewer customer charge rate design changes.
- Support the staff-led safety, wellness and employee engagement, and professional development committees to continue improving in these areas. Specifically, assist the wellness and employee engagement committee complete the Police Department gym upgrade project.
- Complete review and updates to Newark Emergency Operations Plan and develop a Continuity of Operations Plan (COOP) in coordination with New Castle County and Wilmington.
- Update City's Policy Manual and complete updates to all job descriptions.
- Update the City's Employee Handbook.
- Develop an employee development incentive program to encourage training and skill building.
- Continue to build on our employee onboarding process to incorporate more general and safety training.
- Improve communication between facilities maintenance staff and operating departments and associated department heads to ensure maintenance-related issues are properly addressed and operations return to normal quickly.

Goals for 2020 include (continued):

- Begin comprehensive replacements of failing equipment in City buildings, such as HVAC systems, to reduce the amount of labor needed to complete small repairs and focus efforts elsewhere.

- Continue to find areas where the City is overpaying for specific goods and services as well as keep track of City accounts' budgetary constraints to improve purchasing efficiency.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Administrative Department - Management Division

Summary:

MANAGEMENT DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 856,154	$ 1,110,206	$ 1,096,989	$ 851,548	$ 1,024,884	$ 1,206,279
Materials and Supplies	15,317	10,830	7,709	7,307	148,050	146,500
Contractual Services	126,194	133,268	192,534	406,703	262,638	223,168
Other Charges	123,147	163,568	167,896	55,552	157,576	103,383
Subtotal	$ 1,120,812	$ 1,417,872	$ 1,465,128	$ 1,321,110	$ 1,593,148	$ 1,679,330
Inter-Dept. Charges	(209,482)	(239,091)	(303,204)	(213,081)	(377,378)	(467,592)
Total Operating Expenses	**$ 911,330**	**$ 1,178,781**	**$ 1,161,924**	**$ 1,108,029**	**$ 1,215,770**	**$ 1,211,738**

ADMINISTRATIVE DEPARTMENT
WAGE AND SALARY BUDGET - 2020
MANAGEMENT DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
City Manager (9 months in 2019)	E & A	Appt	1.0	$ 112,500	1.0	$ 159,355	0.0	$ 46,855	41.6%
Deputy City Manager (7 months in 2019)	MGMT	34	1.0	$ 70,000	0.0	$ -	(1.0)	$ (70,000)	-100.0%
Human Capital Manager	MGMT	18	0.0	$ -	1.0	$ 74,759	1.0	$ 74,759	#DIV/0!
Communications Manager	MGMT	23	1.0	$ 89,983	0.0	$ -	(1.0)	$ (89,983)	-100.0%
Chief Communications Officer	MGMT	18	0.0	$ -	1.0	$ 68,764	1.0	$ 68,764	#DIV/0!
Human Resource Manager	MGMT	18	1.0	$ 69,815	0.0	$ -	(1.0)	$ (69,815)	-100.0%
Human Resource & Labor Relations Manager	MGMT	29	0.0	$ -	1.0	$ 102,788	1.0	$ 102,788	#DIV/0!
Community Affairs Officer	MGMT	17	1.0	$ 59,755	0.0	$ -	(1.0)	$ (59,755)	-100.0%
Human Resources Administrator	MGMT	15	1.0	$ 66,498	1.0	$ 68,073	0.0	$ 1,575	2.4%
Assistant to the City Manager	MGMT	15	1.0	$ 55,569	1.0	$ 59,061	0.0	$ 3,492	6.3%
Purchasing Assistant	CWA F/T	13	1.0	$ 65,119	1.0	$ 67,848	0.0	$ 2,729	4.2%
Creative Designer & Web Spec.	CWA F/T	9	1.0	$ 46,577	1.0	$ 49,409	0.0	$ 2,832	6.1%
W/C Communications Assistant	CWA F/T	8	1.0	$ 38,346	1.0	$ 40,733	0.0	$ 2,387	6.2%
Total Full-Time Positions			10.0	**$ 674,162**	9.0	**$ 690,790**	(1.0)	**$ 16,628**	**2.5%**
PART-TIME FUNDING									
Equipment Technician/Mailroom Aide	CWA P/T			$ 21,365		$ 30,000		$ 8,635	40.4%
Intern				$ -		$ 26,000		$ 26,000	#DIV/0!
Total Part-Time Funding				**$ 21,365**		**$ 56,000**		**$ 34,635**	**162.1%**
OTHER									
Service Award				$ 5,534		$ 5,944		$ 410	7.4%
Sick Pay				$ 2,649		$ 7,008		$ 4,359	164.6%
Overtime				$ 5,000		$ 5,000		$ -	0.0%
Transitional Wages *(stipends CM, DCM, PWWR-Dir)				$ 21,000		$ -		$ (21,000)	-100.0%
Vehicle Allowance				$ -		$ 6,000		$ 6,000	#DIV/0!
Device Reimbursements				$ 1,800		$ 1,800		$ -	0.0%
Total Other				**$ 35,983**		**$ 25,752**		**$ (10,231)**	**-28.4%**
Total All			**10.0**	**$ 731,510**	**9.0**	**$ 772,542**	**(1.0)**	**$ 41,032**	**5.6%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Administrative Department - Management Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111122	6020	Supervisory	$ 304,763	$ 457,363	$ 530,480	$ 370,743	$ 465,242	$ 464,727
0111122	6030	Engineering/Technical	91,070	111,830	53,758	44,208	46,577	49,409
0111122	6080	Clerical	152,973	181,820	160,846	164,571	169,963	176,654
0111122	6580	Service Award	14,658	15,820	8,049	5,678	5,534	5,944
0111122	6590	Sick Pay	6,964	6,131	6,753	2,607	2,649	7,008
0111122	6600	Part-Time	-	-	-	-	21,365	30,000
0111122	6615	Interns	8,460	924	-	-	-	26,000
0111122	6620	Overtime	1,832	1,821	2,126	4,766	5,000	5,000
0111122	6875	Vehicle Allowance	-	-	-	-	-	6,000
0111122	6885	Device Reimbursement	-	-	-	1,800	1,800	1,800
0111122	6920	Unemployment Comp. Ins.	3,147	4,109	3,316	2,581	2,805	3,240
0111122	6930	Social Security Taxes	41,851	55,810	55,158	43,733	51,855	54,779
0111122	6940	City Pension Plan	88,129	90,250	75,793	35,121	40,490	110,537
0111122	6941	Defined Contribution 401(a) Plan	12,506	24,276	31,281	28,565	39,281	34,479
0111122	6950	Term Life Insurance	1,719	2,754	2,628	2,371	2,782	3,107
0111122	6960	Group Hospitalization Ins.	94,697	124,292	118,784	110,534	139,403	179,445
0111122	6961	Long-Term Disability Ins.	769	1,079	1,064	933	1,127	1,586
0111122	6962	Dental Insurance	6,361	8,586	7,391	6,646	7,751	9,719
0111122	6963	Flexible Spending Account	441	347	283	299	189	189
0111122	6964	Health Savings Account	1,500	2,250	1,500	1,500	-	-
0111122	6965	Post-Employment Benefits	20,116	13,759	26,994	15,212	9,000	24,729
0111122	6966	Retirement Health Savings Account	3,147	6,542	9,099	8,872	10,262	9,947
0111122	6967	Emergency Room Reimbursements	800	-	1,283	400	1,353	1,450
0111122	6968	Vision Insurance Premiums	251	443	403	408	456	530
TOTAL PERSONNEL SERVICES			**$ 856,154**	**$ 1,110,206**	**$ 1,096,989**	**$ 851,548**	**$ 1,024,884**	**$ 1,206,279**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Administrative Department - Management Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111123	7130	Tools,Field Sup.,Small Equip.	$ 4,928	$ 7,052	$ -	$ 816	$ 1,000	$ 1,000
0111123	7131	Information Technology Supplies	6,337	-	3,695	3,728	-	-
0111123	7150	Office Supplies	3,591	3,573	3,413	2,563	4,000	4,000
0111123	7160	Books, Periodicals, Etc.	389	190	184	181	500	500
0111123	7170	Postage	35	15	-	-	132,550	131,000
0111123	7200	Copying Supplies	-	-	-	-	7,000	7,000
0111123	7550	Miscellaneous Supplies	37	-	417	-	500	500
0111123	7570	Merchandise for Resale	-	-	-	19	2,500	2,500
TOTAL MATERIALS & SUPPLIES			**$ 15,317**	**$ 10,830**	**$ 7,709**	**$ 7,307**	**$ 148,050**	**$ 146,500**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111124	8030	Casualty Insurance	$ 37,531	$ 38,939	$ 39,408	$ 34,144	$ 35,525	$ 35,700
0111124	8032	Insurance - Auto	-	-	1,071	2,061	2,175	5,276
0111124	8033	Insurance - Broker	-	-	2,759	3,659	3,715	3,712
0111124	8035	Insurance - Worker's Compensation	-	-	-	-	499	1,700
0111124	8050	Phone/Communications	5,344	4,606	3,119	876	2,700	-
0111124	8131	Information Technology Cont'l	49,434	36,005	49,720	37,224	72,602	56,508
0111124	8162	Legal/Consulting Services	24,857	46,178	33,904	18,636	35,000	35,000
0111124	8300	Mach. & Equip. Maintenance	-	-	-	319	10,100	20,000
0111124	8312	Fleet & Facilities Services	-	-	29,005	243,726	45,542	48,772
0111124	8550	Misc. Contracted Svc.	6,126	4,746	1,860	40,025	38,780	2,000
0111124	8560	Employee Testing Svc.	2,902	2,794	5,368	4,623	5,000	3,500
0111124	8570	Annual Reports & Pub. Rel.	-	-	26,320	21,410	11,000	11,000
TOTAL CONTRACTUAL SERVICES			**$ 126,194**	**$ 133,268**	**$ 192,534**	**$ 406,703**	**$ 262,638**	**$ 223,168**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Administrative Department - Management Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111125	9020	Mileage & Small Bus. Exp.	$ 3,065	$ 4,110	$ 1,076	$ 1,421	$ 2,500	$ 1,000
0111125	9030	Recruitment & Retention Expenses	39,334	73,659	68,144	26,175	70,000	65,000
0111125	9040	Dues & Professional Organizations	9,972	12,133	-	95	-	-
0111125	9060	Depreciation Expense	55,029	55,029	66,203	3,860	55,076	3,883
0111125	9070	Training & Continuing Educ/Conf	520	2,519	19,513	13,503	20,000	22,500
0111125	9090	Other Special Programs	15,227	16,118	12,960	10,498	10,000	11,000
TOTAL OTHER CHARGES			**$ 123,147**	**$ 163,568**	**$ 167,896**	**$ 55,552**	**$ 157,576**	**$ 103,383**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 18,641	$ 19,190	$ 21,064	$ 24,641	$ 24,367	$ 24,156
Buildings and Grounds	3,574	12,269	-	-	-	-
Electricity Used	7,630	8,088	11,506	11,774	11,048	10,168
Information Technology	18,436	(10,356)	54,153	56,243	61,920	59,753
Mailroom and Postage	-	-	-	(126)	(21,151)	(22,127)
Printing and Reproduction	4,925	9,712	494	459	(6,332)	(6,332)
Records	-	-	-	1,352	1,474	1,466
Services to Utility Funds	(266,753)	(283,206)	(390,421)	(307,424)	(448,704)	(534,676)
Vehicles and Equipment	4,065	5,212	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ (209,482)**	**$ (239,091)**	**$ (303,204)**	**$ (213,081)**	**$ (377,378)**	**$ (467,592)**

OPERATING EXPENSES - MANAGEMENT DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ (206,300)**	**$ (232,534)**	**$ 1,161,924**	**$ 1,108,029**	**$ 1,215,770**	**$ 1,211,738**

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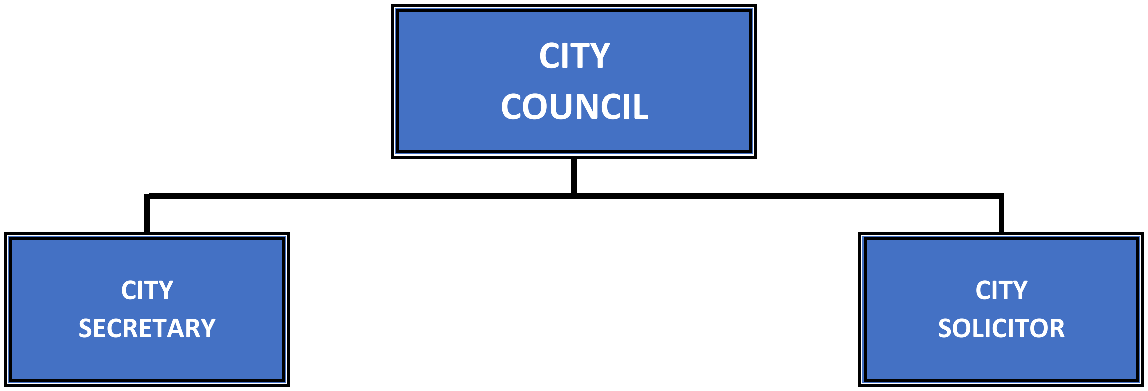
CITY OF NEWARK, DELAWARE
LEGISLATIVE DEPARTMENT
ORGANIZATIONAL CHART



City Secretary
- City Council
- City Seal
- Boards and Commissions
- Elections
- FOIA Compliance
- City Records

City Solicitor
- Legal Opinions
- Representation
- Research
- Alderman's Court Prosecution

CITY OF NEWARK, DELAWARE
LEGISLATIVE DEPARTMENT
2020 DEPARTMENTAL NARRATIVE

The Legislative Department provides clerical, administrative, research and staff support to the Newark City Council, its appointed boards, commissions and committees, and both the City Solicitor and Deputy City Solicitor as well as electronic and paper document management for the City. The department is led by the City Secretary, who is appointed by City Council and also serves as the City Treasurer, and staffed by eight additional team members – three full-time and one part-time in the main Legislative office and three full-time and one part-time in the Records Division.

The department serves as a liaison between citizens and City Council. It oversees agenda preparation for Council meetings, schedules meetings, advertises and provides public notification of hearings, and prepares the minutes of City Council and other committee meetings. The City Secretary also serves as FOIA Coordinator for the City and works with the departments for timely fulfillment of citizen requests and compliance with open meeting requirements.

This department is the City's record keeper for Council and permanent documents and as of October 2017 houses the Records Division, which was formerly under the IT Division. The Records Division is working to review the approximately 8.9 million pages of records currently housed within the City of Newark, determine what it required to be kept versus what can be destroyed as a duplicate or document having met its retention schedule and digitize the City's numerous paper records that are required to be retained to create an electronic archive to better serve the citizens and staff of the City of Newark.

Department staff ensure the official recording of numerous documents with the New Castle County Recorder of Deeds. The City Secretary serves as the complaint officer charged with resolving cable television issues covered by the City's franchise agreements with providers.

This department also serves as the administrative arm of the legal section of the legislative branch of City government. The City Solicitor and Deputy City Solicitor rely on this office for research, drafting various documents, preparing case files and full clerical support.

CITY OF NEWARK, DELAWARE
LEGISLATIVE DEPARTMENT
2019 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2019 include:

- Successfully executed City-wide election in 2019.
- Facilitated the completion of the City Manager search process by liaising with Council, staff and GovHR to plan and execute numerous meetings and events.
- Cross-trained employees in anticipation of City Secretary's extended leave in 2019.
- Anticipate staffing 57 Council and committee meetings in 2019, including 35 Council meetings, 7 Board of Adjustment meetings, 12 Conservation Advisory Commission meetings and 3 Election Board meetings. This includes agendas, minutes, website postings, legal notices (where applicable), and agenda packets (where applicable).
- Processed 119 FOIA requests as of August 23, 2019.
- Implemented the Records Division Strategic plan with the City-wide rollout of the project to all departments. The Division also added Police Department records to its responsibilities, which brings another approximately 1.2 million pages of records to be reviewed and processed.
- Scanned 395,270 pages as of August 23, 2019.

CITY OF NEWARK, DELAWARE
LEGISLATIVE DEPARTMENT
2020 DEPARTMENTAL GOALS

Goals for 2020 include:

- Successful execution of the 2020 Council elections.
- Surpass the benchmark of 2,000,000 pages scanned.
- Create a strategic plan for the implementation and cost of public portals to access the City's scanned records in advance of the FY2021 budget process.
- Evaluate the status of projects completed at the end of 2019 and work to complete the remainder in 2020.
- Continue promoting accessibility and transparency for the citizens of Newark to the records of the City and the legislative process.

General Fund - Legislative Department

Summary:

LEGISLATIVE DEPARTMENT - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 395,998	$ 408,200	$ 406,060	$ 583,486	$ 649,382	$ 736,491
Materials and Supplies	6,112	5,932	7,406	11,316	22,033	23,590
Contractual Services	923,112	908,932	752,328	952,823	787,012	788,980
Other Charges	22,499	31,326	38,190	31,094	40,293	27,120
Subtotal	$ 1,347,721	$ 1,354,390	$ 1,203,984	$ 1,578,719	$ 1,498,720	$ 1,576,181
Inter-Dept. Charges	(62,656)	(78,523)	(107,280)	(251,786)	(308,003)	(324,696)
Total Operating Expenses	**$ 1,285,065**	**$ 1,275,867**	**$ 1,096,704**	**$ 1,326,933**	**$ 1,190,717**	**$ 1,251,485**

LEGISLATIVE DEPARTMENT
WAGE AND SALARY BUDGET - 2020

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Director of Legislative Services	E & A	Appt	1.0	$ 88,426	1.0	$ 93,342	0.0	$ 4,916	5.6%
Admin Professional II	CWA F/T	13	1.0	$ 62,065	1.0	$ 63,831	0.0	$ 1,766	2.8%
Admin Professional I	CWA F/T	10	2.0	$ 80,562	2.0	$ 91,297	0.0	$ 10,735	13.3%
Digital Records Mgmt Coord	CWA F/T	16	1.0	$ 68,598	1.0	$ 70,408	0.0	$ 1,810	2.6%
Digital Scanner/Records Asst II	CWA F/T	8	1.0	$ 47,221	1.0	$ 50,092	0.0	$ 2,871	6.1%
Total Full-Time Positions			6.0	**$ 346,872**	6.0	**$ 368,970**	0.0	**$ 22,098**	**6.4%**
PART-TIME FUNDING									
Mayor and Council	E & A			$ 50,400		$ 50,400		$ -	0.0%
Secretary P/T	CWA P/T			$ 50,636		$ 53,665		$ 3,029	6.0%
Total Part-Time Funding				**$ 101,036**		**$ 104,065**		**$ 3,029**	**3.0%**
OTHER									
Service Award				$ 1,125		$ 1,302		$ 177	15.7%
Sick Pay				$ 318		$ 1,476		$ 1,158	364.2%
Overtime				$ 6,000		$ 15,000		$ 9,000	150.0%
Device Reimbursements				$ 600		$ 600		$ -	0.0%
Total Other				**$ 8,043**		**$ 18,378**		**$ 10,335**	**128.5%**
Total All			**6.0**	**$ 455,951**	**6.0**	**$ 491,413**	**0.0**	**$ 35,462**	**7.8%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Legislative Department

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111132	6020	Supervisory	$ 85,000	$ 85,819	$ 85,949	$ 88,426	$ 88,426	$ 93,342
0111132	6080	Clerical	144,162	153,004	146,049	117,974	165,222	179,051
0111132	6090	Digital Records Employees	-	-	-	133,675	143,860	150,242
0111132	6400	Mayor & Council	50,400	50,400	50,400	50,400	50,400	50,400
0111132	6580	Service Award	1,330	1,500	414	1,008	1,125	1,302
0111132	6590	Sick Pay	1,272	1,356	610	-	318	1,476
0111132	6615	Interns	2,490	-	-	-	-	-
0111132	6620	Overtime	8,272	5,140	6,234	19,345	6,000	15,000
0111132	6885	Device Reimbursement	-	-	-	600	600	600
0111132	6920	Unemployment Comp. Ins.	2,936	2,696	2,599	2,986	2,112	3,046
0111132	6930	Social Security Taxes	21,819	22,133	21,636	30,426	33,227	35,410
0111132	6940	City Pension Plan	24,390	26,126	25,686	16,681	19,090	23,895
0111132	6941	Defined Contribution 401(a) Plan	6,375	6,434	9,375	17,927	21,360	22,242
0111132	6950	Term Life Insurance	787	780	832	881	1,619	1,694
0111132	6960	Group Hospitalization Ins.	38,368	43,412	40,023	84,052	96,158	136,888
0111132	6961	Long-Term Disability Ins.	358	355	337	506	630	855
0111132	6962	Dental Insurance	2,574	2,808	2,444	5,007	5,894	7,199
0111132	6963	Flexible Spending Account	126	126	121	126	916	126
0111132	6965	Post-Employment Benefits	3,095	4,586	9,058	7,087	4,240	5,346
0111132	6966	Retirement Health Savings Account	1,320	1,339	2,614	5,674	7,000	7,105
0111132	6967	Emergency Room Reimbursements	800	-	1,522	400	870	870
0111132	6968	Vision Insurance Premiums	124	186	157	305	315	402
TOTAL PERSONNEL SERVICES			**$ 395,998**	**$ 408,200**	**$ 406,060**	**$ 583,486**	**$ 649,382**	**$ 736,491**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Legislative Department

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111133	7131	Information Technology Supplies	$ -	$ -	$ -	$ -	$ 9,893	$ 1,500
0111133	7150	Office Supplies	1,683	1,167	1,705	6,158	6,340	6,340
0111133	7160	Books, Periodicals, Etc.	4,071	4,017	5,136	4,808	5,000	5,000
0111133	7210	Election Expenses	70	102	61	155	400	750
0111133	7550	Miscellaneous Supplies	288	52	420	195	400	10,000
0111133	7570	Merchandise For Resale	-	594	84	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 6,112**	**$ 5,932**	**$ 7,406**	**$ 11,316**	**$ 22,033**	**$ 23,590**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111134	8020	Advertising	$ 11,589	$ 11,144	$ 14,652	$ 14,510	$ 14,000	$ 20,000
0111134	8030	Casualty Insurance	12,028	11,615	12,338	11,084	11,550	11,700
0111134	8033	Insurance - Broker	-	-	809	1,073	1,075	1,088
0111134	8035	Insurance - Worker's Compensation	-	-	-	-	305	850
0111134	8050	Phone/Communications	516	283	829	360	300	325
0111134	8060	DE League of Local Govt.	6,000	6,000	6,000	6,000	6,000	6,000
0111134	8070	Aetna Hose, Hook & Ladder	62,000	68,200	70,246	-	-	-
0111134	8071	Newark Ambulance	3,000	3,000	3,000	-	-	-
0111134	8131	Information Technology Cont'l	4,617	5,376	14,743	9,523	22,692	8,052
0111134	8160	City Solicitor & Deputy	312,578	366,171	299,905	321,910	337,000	350,000
0111134	8161	Lobbyist	39,587	53,200	53,200	54,000	54,000	54,000
0111134	8162	Legal/Consulting Services	379,169	293,877	156,238	183,637	250,000	250,000
0111134	8163	Codification of Ordinance	12,778	9,098	10,402	11,468	8,000	8,000
0111134	8210	Election Expenses	4,700	3,833	4,576	13,922	15,000	8,000
0111134	8220	Community Groups	63,956	62,073	55,037	(355)	-	-
0111134	8312	Fleet & Facilities Services	-	-	26,901	293,487	48,590	52,465
0111134	8550	Misc. Contracted Svc.	4,413	8,271	15,946	22,596	8,500	8,500
0111134	8741	Special Council Events	6,181	6,791	7,506	9,608	10,000	10,000
TOTAL CONTRACTUAL SERVICES			**$ 923,112**	**$ 908,932**	**$ 752,328**	**$ 952,823**	**$ 787,012**	**$ 788,980**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Legislative Department

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111135	9020	Mileage & Small Bus. Exp.	$ 1,312	$ 1,490	$ 1,757	$ 3,095	$ 3,000	$ 3,000
0111135	9040	Dues & Professional Organizations	9,721	19,015	-	-	-	-
0111135	9060	Depreciation Expense	10,466	10,466	10,466	7,293	7,293	4,120
0111135	9070	Training & Continuing Educ/Conf	1,000	355	25,967	20,706	30,000	20,000
TOTAL OTHER CHARGES			**$ 22,499**	**$ 31,326**	**$ 38,190**	**$ 31,094**	**$ 40,293**	**$ 27,120**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 24,620	$ 25,342	$ 22,868	$ 29,115	$ 27,979	$ 27,904
Building and Grounds	7,033	24,147	-	-	-	-
Electricity Used	36,778	10,677	30,870	10,148	9,340	8,605
Information Technology	25,350	37,913	70,400	74,994	82,560	79,669
Mailroom and Postage	-	-	-	7	1,176	1,230
Printing and Reproduction	1,470	2,898	147	137	200	200
Records	-	-	-	(51,861)	(58,008)	(59,538)
Services to Utility Funds	(157,907)	(179,500)	(231,565)	(314,326)	(371,250)	(382,766)
TOTAL INTER-DEPT. CHARGES	**$ (62,656)**	**$ (78,523)**	**$ (107,280)**	**$ (251,786)**	**$ (308,003)**	**$ (324,696)**

OPERATING EXPENSES - LEGISLATIVE DEPARTMENT	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 1,285,065**	**$ 1,275,867**	**$ 1,096,704**	**$ 1,326,933**	**$ 1,190,717**	**$ 1,251,485**

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CITY OF NEWARK, DELAWARE
JUDICIAL DEPARTMENT - ALDERMAN'S COURT
ORGANIZATIONAL CHART

ALDERMAN

DEPUTY ALDERMAN

- Adjudication of Misdemeanors
- Court Scheduling
- City Code Violations
- Records Management
- Parking Fine Collections
- Payments
- DELJIS

CITY OF NEWARK, DELAWARE
JUDICIAL DEPARTMENT – ALDERMAN'S COURT
2020 DEPARTMENTAL NARRATIVE

The Alderman's Court is designated as Court No. 40 and falls under the jurisdiction of the State of Delaware Chief Justice. All Traffic and Criminal Misdemeanors in and for the City of Newark are handled in the Alderman's Court. The Alderman (judge) is required to be an attorney, licensed in the State of Delaware, recommended by City Council, appointed by the Governor and confirmed by the Senate. The Alderman serves in the capacity of the Chief Alderman in the State of Delaware, as this is the largest Alderman's Court in the State. A Deputy Alderman is also appointed to serve on the bench in the absence of the Alderman.

The Alderman's Court has jurisdiction over all traffic, criminal misdemeanors and parking violations in the City limits of Newark. This also includes building and animal code violations. The Court is in session three times a week consisting of Tuesday, Wednesday and Thursday weekly and the first Friday of the month. All court sessions are from 8:00 am to 10:00 am. Parking appeals can be heard on Tuesday and Wednesday from 8:00 am to 10:00 am.

The goals of the Alderman's Court are to provide professionalism in support toward defendants, the Alderman and the City; and maintain administrative and financial reports to the City Council and State of Delaware.

This office has a staff of seven, including the Clerk of the Court who is responsible for the daily operation of the Court and reports to the Alderman on judicial matters and to the City Manager on administrative practices. The office is responsible for maintenance of court proceedings, scheduling of arraignments and trials, payment of fines, parking tickets, code violations, collection and disbursement of fines and other funds within the city and the State of Delaware. In 2018, a total of 12,447 cases were filed in the City of Newark Alderman's Court and the Court collected $784,275.30 in fines. In addition, the Court collected $903,726.92 in parking fees, $26,550.62 in civil citations, and $86,936.52 in security fees, totaling $1,801,489.36.

CITY OF NEWARK, DELAWARE
JUDICIAL DEPARTMENT – ALDERMAN'S COURT
2019 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2019 include:

- Alderman's Court continues to make improvements to enhance customer service and increase security. Such measures include: installation of security cameras in the courtroom and the lobby as well as a TV monitor in the lobby.
- Language Link continues to provide interpreters for trials and arraignments and for translation for incoming phone calls and has assisted the Judges and officers with the court process.
- The court added 2 part-time bailiff positions in August 2017 to oversee the daily operations of court sessions, to assist customers in the lobby with questions or payments at the kiosk, and to provide security to the Court. Their addition has assisted court personnel with the daily operations of the office as well as providing security to court.

CITY OF NEWARK, DELAWARE
JUDICIAL DEPARTMENT – ALDERMAN'S COURT
2020 DEPARTMENTAL GOALS

Goals for 2020 include:

The goals of the Alderman's Court are to provide professionalism in support toward defendants, the Alderman and the City; and maintain administrative and financial reports to the City Council and State of Delaware.

- Continue to submit timely reports to the City of Newark and State of Delaware reflecting the collection of all parking, criminal and traffic revenue.
- Adjudicate most misdemeanors within 90 days of offense unless the trial calendar, City Solicitor or the attorney's schedule dictates differently.
- Continue to promote the Probation before Judgment program to offenders for their first offense.
- Hold at least 2 training sessions for staff in T2, DELJIS and the Microsoft office suite to promote increased productivity.
- Continue to work with the records management team to comply with appropriate destruction practices for records with the State of Delaware.

General Fund - Judicial Department - Alderman's Court

Summary:

JUDICIAL DEPARTMENT - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 358,589	$ 370,780	$ 377,066	$ 423,745	$ 401,509	$ 424,151
Materials and Supplies	3,034	4,717	15,869	6,950	10,900	6,900
Contractual Services	48,633	69,008	58,097	122,871	61,682	58,277
Other Charges	1,722	1,021	723	678	1,878	1,539
Subtotal	$ 411,978	$ 445,526	$ 451,755	$ 554,244	$ 475,969	$ 490,867
Inter-Dept. Charges	32,771	46,761	53,090	53,011	57,047	56,186
Total Operating Expenses	**$ 444,749**	**$ 492,287**	**$ 504,845**	**$ 607,255**	**$ 533,016**	**$ 547,053**

JUDICIAL DEPARTMENT
WAGE AND SALARY BUDGET - 2020
ALDERMAN'S COURT

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Clerk of the Court	MGMT	17	1.0	$ 60,065	1.0	$ 63,707	0.0	$ 3,642	6.1%
Customer Service Clerk II	CWA F/T	11	1.0	$ 56,735	1.0	$ 58,484	0.0	$ 1,749	3.1%
Customer Service Clerk I	CWA F/T	10	1.0	$ 46,549	1.0	$ 49,380	0.0	$ 2,831	6.1%
Total Full-Time Positions			3.0	**$ 163,349**	3.0	**$ 171,571**	0.0	**$ 8,222**	**5.0%**
PART-TIME FUNDING									
Alderman	E & A			$ 39,285		$ 38,704		$ (581)	-1.5%
Deputy Alderman	E & A			$ 21,620		$ 21,300		$ (320)	-1.5%
Bailiff	CWA P/T			$ 46,654		$ 49,474		$ 2,820	6.0%
Secretary	CWA P/T			$ 40,603		$ 42,984		$ 2,381	5.9%
Total Part-Time Funding				**$ 148,162**		**$ 152,462**		**$ 1,919**	**1.3%**
OTHER									
Service Award				$ 424		$ 488		$ 64	15.1%
Overtime				$ 1,000		$ 1,000		$ -	0.0%
Total Other				**$ 1,424**		**$ 1,488**		**$ 64**	**4.5%**
Total All			**3.0**	**$ 312,935**	**3.0**	**$ 325,521**	**0.0**	**$ 10,205**	**3.3%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Judicial Department - Alderman's Court

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111152	6020	Supervisory	$ 66,765	$ 65,128	$ 55,508	$ 57,728	$ 60,065	$ 63,707
0111152	6060	Customer Service	125,828	136,185	147,727	149,115	143,887	150,848
0111152	6410	Alderman	56,342	56,342	59,581	60,004	60,905	60,004
0111152	6420	Bailiffs	-	-	14,793	44,219	46,654	49,474
0111152	6580	Service Award	4,584	3,645	1,948	1,005	424	488
0111152	6590	Sick Pay	1,981	2,644	987	1,056	-	-
0111152	6615	Interns	225	-	-	-	-	-
0111152	6620	Overtime	377	931	19	-	1,000	1,000
0111152	6920	Unemployment Comp. Ins.	2,630	2,690	2,537	2,566	1,848	2,392
0111152	6930	Social Security Taxes	19,247	19,950	21,276	23,833	23,873	24,832
0111152	6940	City Pension Plan	36,539	40,178	23,902	30,548	17,450	21,894
0111152	6941	Defined Contribution 401a Plan	-	508	3,330	5,120	7,095	7,526
0111152	6950	Term Life Insurance	748	706	774	780	793	830
0111152	6960	Group Hospitalization Ins.	35,064	33,863	31,620	30,295	28,120	30,463
0111152	6961	Long-Term Disability Ins.	300	282	294	294	298	398
0111152	6962	Dental Insurance	2,845	2,639	2,390	2,050	1,859	1,989
0111152	6963	Flexible Spending Account	126	121	63	42	-	-
0111152	6965	Post-Employment Benefits	4,846	4,586	8,804	12,883	3,880	4,898
0111152	6966	Retirement Health Savings Acct	-	206	1,359	2,069	2,800	2,842
0111152	6967	Emergency Room Reimbursements	-	-	-	-	435	435
0111152	6968	Vision Insurance Premiums	142	176	154	138	123	131
TOTAL PERSONNEL SERVICES			**$ 358,589**	**$ 370,780**	**$ 377,066**	**$ 423,745**	**$ 401,509**	**$ 424,151**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Judicial Department - Alderman's Court

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111153	7040	Firearm Supplies	$ -	$ -	$ 7,431	$ 35	$ 400	$ 400
0111153	7130	Tools/Small Equipment	18	-	727	-	-	-
0111153	7131	Information Technolgy Supplies	-	-	2,400	-	5,000	-
0111153	7140	Uniforms	-	-	2,807	-	-	1,000
0111153	7150	Office Supplies	2,251	4,332	2,485	6,915	5,000	5,000
0111153	7160	Books, Periodicals, Etc.	527	170	19	-	500	500
0111153	7550	Miscellaneous Supplies	238	215	-	-	-	-
TOTAL MATERIALS AND SUPPLIES			**$ 3,034**	**$ 4,717**	**$ 15,869**	**$ 6,950**	**$ 10,900**	**$ 6,900**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111154	8030	Casualty Insurance	$ 2,044	$ 1,995	$ 2,083	$ 1,751	$ 1,950	$ 2,100
0111154	8033	Insurance - Broker	-	-	143	189	180	192
0111154	8035	Insurance - Worker's Compensation	-	-	-	-	300	850
0111154	8040	Merchant Fees and Discounts	11,569	15,765	20,889	22,746	20,000	20,000
0111154	8050	Phone/Communications	3,903	142	153	158	-	180
0111154	8131	Information Technology Cont'l	21,646	42,053	19,112	10,414	24,077	18,630
0111154	8312	Fleet & Facilities Services	-	-	8,628	87,126	14,425	15,575
0111154	8550	Misc. Contracted Svc.	9,471	9,053	7,089	487	750	750
TOTAL CONTRACTUAL SERVICES			**$ 48,633**	**$ 69,008**	**$ 58,097**	**$ 122,871**	**$ 61,682**	**$ 58,277**

General Fund - Judicial Department - Alderman's Court

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111155	9020	Mileage	$ 109	$ -	$ -	$ -	$ -	$ -
0111155	9060	Depreciation Expense	1,613	1,021	678	678	678	339
0111155	9070	Training & Continuing Educ/Conf	-	-	45	-	1,200	1,200
TOTAL OTHER CHARGES			**$ 1,722**	**$ 1,021**	**$ 723**	**$ 678**	**$ 1,878**	**$ 1,539**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 10,751	$ 11,041	$ 10,875	$ 10,473	$ 10,071	$ 10,082
Building and Grounds	2,294	7,876	-	-	-	-
Electrcity Used	4,898	5,192	4,207	4,305	4,039	3,718
Information Technology	13,827	20,679	37,908	29,461	32,434	31,299
Mailroom and Postage	-	-	-	3	420	440
Printing and Reproduction	1,001	1,973	100	93	136	136
Records	-	-	-	8,676	9,947	10,511
TOTAL INTER-DEPT. CHARGES	**$ 32,771**	**$ 46,761**	**$ 53,090**	**$ 53,011**	**$ 57,047**	**$ 56,186**

OPERATING EXPENSES - JUDICIAL DEPARTMENT	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 444,749**	**$ 492,287**	**$ 504,845**	**$ 607,255**	**$ 533,016**	**$ 547,053**

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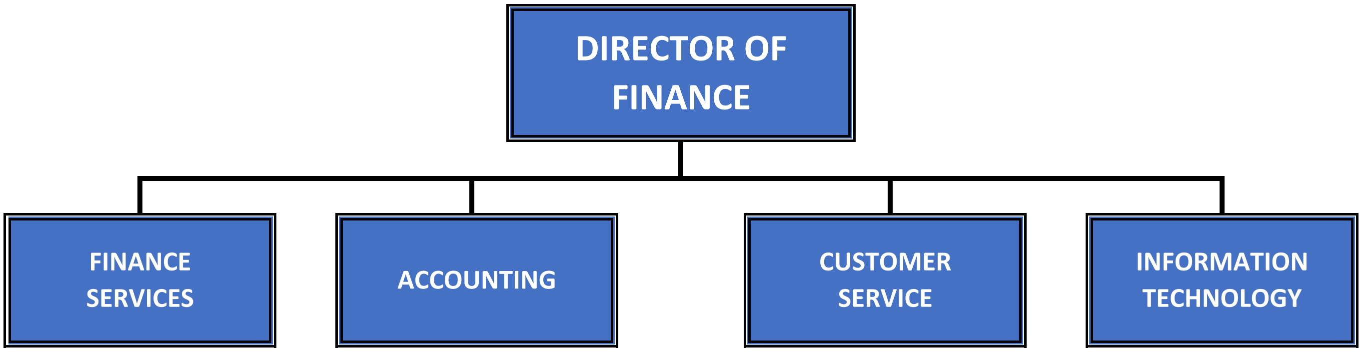
CITY OF NEWARK, DELAWARE
FINANCE DEPARTMENT
ORGANIZATIONAL CHART



FINANCE SERVICES
- Treasury Management
- Asset Management
- Risk Management
- Budget Control

ACCOUNTING
- Financial Reporting
- Budget Reporting
- Tax Billing

CUSTOMER SERVICE
- Revenue Collection
- Utility Services
- Customer Information
- Customer Education
- Cashiering
- Utility Billing
- Meter Reading
- Meter Disconnects
- Customer Relations

INFORMATION TECHNOLOGY
- Infrastructure
- Applications
- System Operations
- Data Management
- Program Design
- User Education
- Cyber Security

CITY OF NEWARK, DELAWARE
FINANCE DEPARTMENT
2020 DEPARTMENTAL NARRATIVE

The City of Newark Finance Department is the centralized financial reporting and service organization comprised of Financial Management, Accounting, Budgeting, Information Technology (IT) and Payments & Utility Billing (PUB). Our function is to provide support to both our internal and external customers.

Accounting:

- The accounting program is responsible for financial accountability and reporting, asset and liability management, revenue recognition and billing, and the disbursement of funds. Financial accountability duties include accurately recording information and reporting data in understandable formats for internal and external purposes. Asset management provides for the security, control and accounting of cash, receivables, operating inventory, buildings and property, equipment and pension funds. Liability management includes proper recording and reporting of all short- and long- term liabilities, such as accounts payable, encumbrances, debt and capital lease obligations. Primary activities include investment management, liability insurance and risk management, and accounting for all the City's funds. Revenues billed through the accounting office include property taxes and other miscellaneous charges. Disbursement of funds refers to the timely and accurate processing of accounts payable and payroll.

Budgeting:

- The budget process is the joint responsibility of the City Manager and Finance Director. The program consists of two major parts; a five-year capital improvement program (CIP) and the annual operating budget. The five-year CIP is updated annually with the operating budget. The annual budget is a policy statement and a legally binding control document setting forth the financial operations plan for the coming fiscal year. The capital and operating budgets are adopted by the City Council following the City Manager's review and a public hearing. The 2019 budget for all funds totals $94.5 million including a $3.9 million net capital budget.

- The budget program is responsible for revenue estimation, preparation of estimated expenditures for the current year and projection of expenditures for the coming budget year based on input from the City management team, monitoring of budget activity during the year, and periodic analysis and reporting of budget status. Additionally, it is the responsibility of the budget program to estimate required resources to fund programs and to propose utility and tax rates at the proper level to fund these programs.

Payments and Utility Billing (PUB):

- The Payments and Utility Billing program is responsible for providing assistance to utility customers in establishing and terminating service, answering billing and service inquiries, executing the billing process for the City's electric, water and sewer utilities, processing customer payments, managing delinquent utility accounts receivable and providing customer education and information on city operations. Commercial and residential utility customers, including City residents and out-of-town water customers, receive monthly billing statements for usage metered by the City's smart meter technology. The billing volume is managed efficiently by staggering cycles into daily workflow.

Information Technology (IT):

- The IT division is responsible for providing the technology infrastructure, line-of-business application management, and daily support services for all City of Newark buildings, departments, and users. IT is also responsible for: general workstation and end-user support; servers and group services; web applications; researching new and innovative technologies; networking and communications support; security; computer operations; training and education.

CITY OF NEWARK, DELAWARE
FINANCE DEPARTMENT
2019 DEPARTMENTAL ACCOMPLISHMENTS

Key accomplishments in 2019 include:

The Finance Department supports all projects/programs within all City departments, both directly and indirectly. Key accomplishments for 2019 include:

Accounting:

- Received the "Certificate of Achievement for Excellence in Financial Reporting" from the Government Finance Officers Association (GFOA) for the 9th consecutive year for the City's Comprehensive Annual Financial Report for 2017.
- Received an unmodified opinion from CliftonLarsenAllen LLP, for the City's financial statements for the year ended December 31, 2018.
- Submitted the City's 2018 Comprehensive Annual Financial Report to the GFOA for the "Certificate of Achievement for Excellence in Financial Reporting".
- Partnered with Information Technology to allow tax bills to be both viewed and paid online.
- Trained and implemented Munis General Billing for PWWR and Parking during 2019. This is part of an ongoing initiative to have all City billings, other than utility billings, centralized in Munis.

Budget:

- Continued to improve the budget process by presenting budget information for both revenue and expenditures at the summary level, prior to department budget presentations.
- Initiated a "sweep" program with the City's financial institution, resulting in additional interest income to the City of approximately $185,000.
- Staff worked in conjunction with the City Manager's office to convert the City from a self-insurance program for workers' compensation to the Delea Founder's Insurance Trust (DFIT). This conversion into an insurance pool provides a greater benefit for our City workers and mitigates the City's financial exposure for work-related injuries.
- Staff worked in conjunction with PWWR and the City Manager's Office to secure funding from the State Revolving Loan program on the projects approved in the 2018 Referendum.

Payments and Utility Billing (PUB):

- Partnered with DEMEC and Efficiency Smart to provide low-cost/no-cost energy efficiency services to the City's electric customers.
- Worked with Information Technology to move phone payments for utility bills to an interactive voice response (IVR) system. This enhancement improved the service levels for our customer service representatives by reducing the number of incoming phone calls by 1200 each month.

Payments and Utility Billing (PUB) (continued):

- Worked with Accounting and the City Manager's office to select a third-party collection agency to address closed, delinquent electric accounts (pending Council approval).

Information Technology (IT):

- A new Disaster Recovery (DR) site for the City has been outfitted and enabled. This relocation provides DR servers and network gear access to generator power and further limits physical access.
- The current phase of the Main St camera refresh is complete. This multi-year project came in under budget allowing us to accelerate deployment. Project will be finished ahead of schedule.
- Additional cameras deployed to the Water Treatment Plant to provide an added layer of security to the City's vital infrastructure.
- A new Storage Area Network (SAN) device was installed allowing us to provide necessary resources to virtual servers, workstations and applications.
- Document migration to SharePoint is in progress providing version control, collaboration capabilities and more granular permissions.
- Upgraded Tyler platform to version 11.3.
- Worked with Accounting to move outstanding general bills to transfer onto the tax bill.
- Configured all cradlepoints for Police Vehicle Retrofit project.
- Configured and trained Police/HR on an automated document acknowledgement process using Tyler Munis.
- Configured and trained Police on the training and certification modules in Tyler Munis, saving time and eliminating paper.
- Worked with Accounting to migrate PWWR and Parking from a manual billing process to Tyler Munis General Billing.
- Implemented an electronic request for check process, saving time and eliminating paper (going live October 1).
- Implemented a SharePoint employee directory with Delve integration to provide employees with an extra security measure to identify City personnel.

CITY OF NEWARK, DELAWARE
FINANCE DEPARTMENT
2020 DEPARTMENTAL GOALS

Goals for 2020 include:

- Maintain national recognition for excellence in financial reporting from the Government Finance Officers Association for the City's 2018 Comprehensive Annual Financial Report.
- Become the first municipality in the state to prepare a Popular Annual Financial Report (PAFR). The GFOA established the PAFR Program in 1991 to encourage and assist state and local governments to extract information from their comprehensive annual financial report to produce high-quality popular annual financial reports specifically designed to be readily accessible and easily understandable to the general public and other interested parties without a background in public finance.
- Support the City Manager with fiscal solutions to support the services and programs citizens expect and deserve through the development and implementation of a long-range plan to close the operating budget gap while maintaining or extending service delivery to the public.
- Properly record and account for all financial transactions, prepare accurate, informative, and timely financial reports, disburse City funds in an efficient manner, maintain financial, property tax and payroll records, operate the risk management function to provide maximum return on City funds, and provide adequate insurance protection at the lowest possible cost.
- Prepare an annual operating budget and a five-year capital improvement program to meet Charter requirements deadline and communicate the City's financial plan, forecast the anticipated revenues and expenditures necessary to maintain adequate reserves for future improvements, coordinate the budget preparation process with departments to institute participatory budgeting techniques, and ensure that resource allocation decisions are implemented in the most effective and efficient manner.
- Maximize the usage of the Utility Billing software to improve utility information management, accurately capture utility consumption and revenue figures, record and account for income from utility sales, build reliable statistics for use in utility budgeting and forecasting, and provide responsive and courteous customer service in the pursuit of service excellence.
- Ensure a skilled, responsive and innovative Finance and Information Technology team that keeps current with evolving business-critical technologies, while providing high quality customer service.

General Fund - Finance Department

Summary:

FINANCE DEPARTMENT - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 1,212,212	$ 1,264,662	$ 1,377,380	$ 1,541,637	$ 1,633,242	$ 1,720,454
Materials and Supplies	147,252	132,151	144,657	147,513	32,000	32,000
Contractual Services	242,028	232,305	197,343	386,465	200,943	206,035
Other Charges	109,236	106,426	286,078	130,432	140,526	93,972
Subtotal	$ 1,710,728	$ 1,735,544	$ 2,005,458	$ 2,206,047	$ 2,006,711	$ 2,052,461
Inter-Dept. Charges	(1,467,768)	(1,475,967)	(1,703,370)	(1,887,687)	(1,725,907)	(1,777,615)
Total Operating Expenses	**$ 242,960**	**$ 259,577**	**$ 302,088**	**$ 318,360**	**$ 280,804**	**$ 274,846**

FINANCE DEPARTMENT
WAGE AND SALARY BUDGET - 2020

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Director of Finance	MGMT	33	1.0	$ 131,908	1.0	$ 135,879	0.0	$ 3,971	3.0%
Deputy Director of Finance	MGMT	29	1.0	$ 103,650	1.0	$ 109,989	0.0	$ 6,339	6.1%
Payments & Utility Billing Manager	MGMT	21	1.0	$ 76,410	1.0	$ 83,085	0.0	$ 6,675	8.7%
Accountant II	CWA F/T	18	2.0	$ 154,722	2.0	$ 162,828	0.0	$ 8,106	5.2%
PUB System Support Analyst	CWA F/T	18	1.0	$ 64,477	1.0	$ 69,283	0.0	$ 4,806	7.5%
Financial Analyst	CWA F/T	14	1.0	$ 53,859	1.0	$ 57,125	0.0	$ 3,266	6.1%
Finance Assistant	CWA F/T	13	1.0	$ 65,119	1.0	$ 50,799	0.0	$ (14,320)	-22.0%
Utility Billing Technician	CWA F/T	13	1.0	$ 64,519	1.0	$ 67,869	0.0	$ 3,350	5.2%
Customer Service Clerk II	CWA F/T	11	1.0	$ 59,705	1.0	$ 62,701	0.0	$ 2,996	5.0%
Customer Service Clerk I	CWA F/T	10	3.0	$ 158,469	3.0	$ 161,273	0.0	$ 2,804	1.8%
Total Full-Time Positions			13.0	**$ 932,838**	13.0	**$ 960,831**	0.0	**$ 27,993**	**3.0%**
PART-TIME FUNDING									
Finance Assistant	CWA P/T			$ 32,229		$ 32,005		$ (224)	-0.7%
Customer Service Clerk I P/T	CWA P/T			$ 26,100		$ -		$ (26,100)	-100.0%
Meter Reader P/T	CWA P/T			$ 19,365		$ 29,318		$ 9,953	51.4%
Total Part-Time Funding				**$ 77,694**		**$ 61,323**		**$ (16,371)**	**-21.1%**
OTHER									
Service Award				$ 12,998		$ 13,502		$ 504	3.9%
Sick Pay				$ 7,732		$ 6,894		$ (838)	-10.8%
Overtime				$ 12,500		$ 17,500		$ 5,000	40.0%
Device Reimbursements				$ 2,400		$ 1,800		$ (600)	-25.0%
Total Other				**$ 35,630**		**$ 39,696**		**$ 4,066**	**11.4%**
Total All			**13.0**	**$ 1,046,162**	**13.0**	**$ 1,061,850**	**0.0**	**$ 15,688**	**1.5%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Finance Department

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111102	6020	Supervisory	$ 193,625	$ 217,457	$ 204,209	$ 222,394	$ 235,558	$ 245,868
0111102	6040	Accounting	194,068	223,248	267,078	266,942	273,700	270,752
0111102	6050	Information Technology	-	26,116	57,841	61,760	64,477	69,283
0111102	6060	Customer Service	319,093	338,795	333,804	342,592	359,103	374,928
0111102	6270	Meter Readers	-	-	-	-	19,365	29,318
0111102	6580	Service Award	7,527	9,882	8,874	9,706	12,998	13,502
0111102	6590	Sick Pay	5,282	6,281	6,956	6,410	7,732	6,894
0111102	6600	Part-Time	51,056	22,350	11,552	38,516	58,329	32,005
0111102	6620	Overtime	19,681	6,004	3,461	16,132	12,500	17,500
0111102	6880	Uniform Allowance	150	180	120	-	-	-
0111102	6885	Device Reimbursement	-	-	-	1,800	2,400	1,800
0111102	6920	Unemployment Comp. Ins.	6,338	5,586	4,775	3,979	3,958	4,486
0111102	6930	Social Security Taxes	57,820	62,797	65,939	70,420	74,178	76,667
0111102	6940	City Pension Plan	124,711	103,592	114,739	145,076	166,190	189,579
0111102	6941	Defined Contribution 401(a) Plan	10,898	18,417	24,055	26,929	27,936	34,237
0111102	6950	Term Life Insurance	3,061	2,820	3,688	3,929	4,025	4,068
0111102	6960	Group Hospitalization Ins.	182,615	180,291	206,801	238,876	249,309	279,199
0111102	6961	Long-Term Disability Ins.	907	1,194	1,454	1,548	1,599	2,101
0111102	6962	Dental Insurance	12,335	11,727	13,041	12,567	12,680	14,015
0111102	6963	Flexible Spending Account	365	242	420	630	629	629
0111102	6964	Health Savings Account	1,500	1,500	-	-	-	-
0111102	6965	Post-Employment Benefits	18,162	20,893	40,848	61,954	36,940	42,413
0111102	6966	Retirement Health Savings Account	2,182	4,275	6,221	6,896	7,000	8,526
0111102	6967	Emergency Room Reimbursements	400	400	800	1,837	1,884	1,884
0111102	6968	Vision Insurance Premiums	436	615	704	744	752	800
TOTAL PERSONNEL SERVICES			**$ 1,212,212**	**$ 1,264,662**	**$ 1,377,380**	**$ 1,541,637**	**$ 1,633,242**	**$ 1,720,454**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Finance Department

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111103	7110	Safety Shoes & Supplies	$ 100	$ -	$ -	$ -	$ -	$ 750
0111103	7130	Tools,Field Sup.,Small Equip.	1,183	6,817	254	449	-	-
0111103	7131	Information Technology Supplies	3,003	1,284	2,087	127	-	1,250
0111103	7150	Office Supplies	5,320	3,741	4,675	5,574	10,000	9,500
0111103	7160	Books, Periodicals, Etc.	6	-	-	-	-	500
0111103	7170	Postage	115,535	99,200	113,419	121,954	-	-
0111103	7180	Billing & Collec. Supplies	17,315	17,867	18,439	14,603	22,000	20,000
0111103	7200	Copying Supplies	4,653	3,020	5,174	4,806	-	-
0111103	7550	Miscellaneous Supplies	137	222	609	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 147,252**	**$ 132,151**	**$ 144,657**	**$ 147,513**	**$ 32,000**	**$ 32,000**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111104	8020	Advertising	$ 175	$ 332	$ 430	$ -	$ -	$ -
0111104	8030	Casualty Insurance	9,067	7,565	6,496	5,664	5,830	6,000
0111104	8032	Insurance - Auto	-	-	535	1,030	1,090	1,055
0111104	8033	Insurance - Broker	-	-	476	631	660	640
0111104	8035	Insurance - Worker's Compensation	-	-	-	-	810	2,550
0111104	8040	Merchant Fees and Discounts	9,437	10,358	12,630	14,118	12,000	12,000
0111104	8050	Phone/Communications	2,319	2,163	2,757	926	1,000	-
0111104	8131	Information Technology Cont'l	118,422	132,043	54,964	51,604	43,324	33,809
0111104	8170	Auditing Fees	62,705	65,005	59,500	53,305	60,000	59,000
0111104	8300	Mach. & Equip. Maintenance	7,849	5,819	9,653	5,935	-	-
0111104	8312	Fleet & Facilities Services	-	-	26,467	241,174	42,729	45,981
0111104	8550	Misc. Contracted Svc.	32,054	9,020	23,435	12,078	33,500	45,000
TOTAL CONTRACTUAL SERVICES			**$ 242,028**	**$ 232,305**	**$ 197,343**	**$ 386,465**	**$ 200,943**	**$ 206,035**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Finance Department

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111105	9010	Bad Debts	$ 792	$ -	$ 130,271	$ 3,413	$ -	$ -
0111105	9020	Mileage & Small Bus. Exp.	530	835	1,005	636	750	800
0111105	9040	Dues & Professional Organizations	9,941	2,279	-	-	-	-
0111105	9060	Depreciation Expense	97,498	102,090	133,457	106,260	116,276	68,172
0111105	9070	Training & Continuing Educ/Conf	475	1,222	21,345	20,123	23,500	25,000
TOTAL OTHER CHARGES			**$ 109,236**	**$ 106,426**	**$ 286,078**	**$ 130,432**	**$ 140,526**	**$ 93,972**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Finance	$ (526,413)	$ (541,471)	$ (506,611)	$ (566,797)	$ (544,584)	$ (541,412)
Buildings and Grounds	7,259	24,919	-	-	-	-
Electricity Used	15,011	15,911	11,152	11,411	10,707	9,855
Information Technology	27,652	41,363	75,807	80,352	88,458	85,368
Mailroom and Postage	-	-	-	8	1,384	1,448
Printing and Reproduction	(806)	6,671	(4,681)	(4,348)	667	667
Records	-	-	-	1,810	1,974	1,962
Utility Billing	(993,442)	(1,024,056)	(1,279,037)	(1,410,123)	(1,284,513)	(1,335,503)
Vehicles and Equipment	2,971	696	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ (1,467,768)**	**$ (1,475,967)**	**$ (1,703,370)**	**$ (1,887,687)**	**$ (1,725,907)**	**$ (1,777,615)**

OPERATING EXPENSES - FINANCE DEPARTMENT	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ 242,960**	**$ 259,577**	**$ 302,088**	**$ 318,360**	**$ 280,804**	**$ 274,846**

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General Fund - Finance Department - Information Technology Division

Summary:

INFORMATION TECHNOLOGY DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 719,910	$ 920,987	$ 1,206,088	$ 982,275	$ 1,037,376	$ 1,054,461
Materials and Supplies	80,418	56,765	45,807	29,901	102,000	36,000
Contractual Services	512,167	521,114	372,480	532,849	533,066	577,383
Other Charges	27,687	63,717	83,389	114,784	90,290	128,647
Subtotal	$ 1,340,182	$ 1,562,583	$ 1,707,764	$ 1,659,809	$ 1,762,732	$ 1,796,491
Inter-Dept. Charges	(1,340,182)	(1,562,583)	(1,707,764)	(1,659,809)	(1,762,732)	(1,796,491)
Total Operating Expenses	$ -	$ -	$ -	$ -	$ -	$ -

FINANCE DEPARTMENT
WAGE AND SALARY BUDGET - 2020
INFORMATION TECHNOLOGY DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
IT Infrastructure Manager [1]	MGMT	28		$ -	1.0	$ 111,684	1.0	$ 111,684	100.0%
IT Applications Manager [2]	MGMT	23		$ -	1.0	$ 85,755	1.0	$ 85,755	100.0%
IT Manager [1]	MGMT	30	1.0	$ 90,000		$ -	(1.0)	$ (90,000)	-100.0%
Assistant IT Manager [2]	MGMT	23	1.0	$ 80,579		$ -	(1.0)	$ (80,579)	-100.0%
IT Network Admin III [3]	CWA F/T	23	1.0	$ 93,825		$ -	(1.0)	$ (93,825)	-100.0%
IT Network Admin II	CWA F/T	21	1.0	$ 85,282	1.0	$ 89,374	0.0	$ 4,092	4.8%
IT Systems Admin I	CWA F/T	21	2.0	$ 166,643	2.0	$ 173,522	0.0	$ 6,879	4.1%
IT Application Support Analyst	CWA F/T	16	1.0	$ 63,725	1.0	$ 67,599	0.0	$ 3,874	6.1%
Desktop Support Lead [3]	CWA F/T	12	1.0	$ 43,544	2.0	$ 98,525	1.0	$ 54,981	126.3%
Total Full-Time Positions			8.0	**$ 623,598**	8.0	**$ 626,459**	0.0	**$ 2,861**	**0.5%**
PART-TIME FUNDING									
Intern				$ 20,000		$ -		$ (20,000)	-100.0%
Total Part-Time Funding				**$ 20,000**		**$ -**		**$ (20,000)**	**-100.0%**
OTHER									
Service Award				$ 7,191		$ 8,068		$ 877	12.2%
Sick Pay				$ 3,001		$ 3,798		$ 797	26.6%
Standby Pay				$ -		$ 18,200		$ 18,200	100.0%
Overtime				$ 12,000		$ 12,000		$ -	0.0%
Device Reimbursements				$ 4,200		$ 4,800		$ 600	14.3%
Total Other				**$ 26,392**		**$ 46,866**		**$ 20,474**	**77.6%**
Total All			**8.0**	**$ 669,990**	**8.0**	**$ 673,325**	**0.0**	**$ 3,335**	**0.5%**

[1] Positions realigned in 2020 to reflect new organizational structure.
[2] Positions realigned in 2020 to reflect new organizational structure.
[3] Positions realigned in 2020 to reflect new organizational structure.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Finance Department - Information Technology Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111162	6020	Supervisory	$ 112,661	$ 175,933	$ 183,526	$ 142,353	$ 170,579	$ 197,439
0111162	6050	Information Technology	337,872	384,778	598,626	469,438	453,019	429,020
0111162	6080	Clerical	-	-	27,429	-	-	-
0111162	6580	Service Award	4,548	5,197	9,092	6,636	7,191	8,068
0111162	6590	Sick Pay	1,147	572	1,567	2,436	3,001	3,798
0111162	6615	Interns	13,197	37,344	1,456	-	20,000	-
0111162	6619	Standby Pay	-	-	-	-	-	18,200
0111162	6620	Overtime	12,391	11,923	9,232	5,744	12,000	12,000
0111162	6880	Uniform Allowance	-	-	545	-	-	-
0111162	6885	Device Reimbursement	-	-	-	4,400	4,200	4,800
0111162	6920	Unemployment Comp. Ins.	2,777	3,791	4,733	2,509	2,114	2,570
0111162	6930	Social Security Taxes	35,216	45,303	61,617	45,530	48,022	48,517
0111162	6940	City Pension Plan	75,588	83,148	81,887	87,176	77,260	98,451
0111162	6941	Defined Contribution 401(a) Plan	8,637	15,184	27,424	24,997	27,934	26,787
0111162	6950	Term Life Insurance	1,686	1,995	2,988	3,164	2,681	2,354
0111162	6960	Group Hospitalization Ins.	102,294	125,552	145,021	129,695	168,166	158,493
0111162	6961	Long-Term Disability Ins.	711	1,073	1,189	1,120	1,137	1,291
0111162	6962	Dental Insurance	7,510	8,399	9,862	7,993	8,145	8,659
0111162	6963	Flexible Spending Account	126	126	163	284	316	253
0111162	6964	Health Savings Account	1,500	1,536	2,625	4,500	4,500	3,000
0111162	6965	Post-Employment Benefits	-	14,778	28,482	36,958	17,170	22,025
0111162	6966	Retirement Health Savings Account	1,776	3,966	7,736	6,511	7,000	7,105
0111162	6967	Emergency Room Reimbursements	-	-	400	400	1,161	1,161
0111162	6968	Vision Insurance Premiums	273	389	488	431	1,780	470
TOTAL PERSONNEL SERVICES			**$ 719,910**	**$ 920,987**	**$ 1,206,088**	**$ 982,275**	**$ 1,037,376**	**$ 1,054,461**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Finance Department - Information Technology Division

Expenditures:

MATERIALS AND SUPPLIES				2015 ACTUAL		2016 ACTUAL		2017 ACTUAL		2018 ACTUAL		2019 BUDGET AS AMENDED		2020 BUDGET
0111163	7130	Tools,Field Sup.,Small Equip.	$	73,700	$	32,605	$	29,625	$	23,311	$	87,500	$	27,000
0111163	7136	Software		4,410		17,229		8,668		2,782		5,000		3,000
0111163	7150	Office Supplies		2,030		5,621		6,843		3,741		7,500		5,000
0111163	7550	Miscellaneous Supplies		278		1,310		671		67		2,000		1,000
TOTAL MATERIALS & SUPPLIES			**$**	**80,418**	**$**	**56,765**	**$**	**45,807**	**$**	**29,901**	**$**	**102,000**	**$**	**36,000**

CONTRACTUAL SERVICES				2015 ACTUAL		2016 ACTUAL		2017 ACTUAL		2018 ACTUAL		2019 BUDGET AS AMENDED		2020 BUDGET
0111164	8020	Advertising	$	-	$	-	$	720	$	-	$	-	$	-
0111164	8030	Casualty Insurance		2,499		3,004		3,503		2,758		2,825		2,700
0111164	8033	Insurance - Broker		-		-		238		315		310		320
0111164	8035	Insurance - Worker's Compensation		-		-		-		-		541		1,700
0111164	8050	Phone/Communications		5,657		6,463		5,219		2,636		2,424		2,904
0111164	8130	Bldg. & Equip. Rental		99		50		-		-		2,000		-
0111164	8136	Subscription Services (Software or SAAS)		379,994		366,848		190,401		207,357		251,398		277,885
0111164	8137	Leased Equipment (Contractual)		93,343		116,892		77,270		176,489		151,155		168,361
0111164	8300	Mach. & Equip. Maintenance		3,401		8,045		-		1,292		-		-
0111164	8312	Fleet & Facilities Services		-		-		13,178		111,020		18,413		19,513
0111164	8550	Misc. Contracted Svc.		27,174		19,812		81,951		30,982		104,000		104,000
TOTAL CONTRACTUAL SERVICES			**$**	**512,167**	**$**	**521,114**	**$**	**372,480**	**$**	**532,849**	**$**	**533,066**	**$**	**577,383**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Finance Department - Information Technology Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
0111165	9020	Mileage & Small Bus. Exp.	$ -	$ 398	$ 233	$ 59	$ -	$ -
0111165	9031	Information Technology Training	21,381	5,673	299	1,678	-	-
0111165	9040	Dues & Professional Organizations	4,257	16,478	-	-	-	-
0111165	9060	Depreciation Expense	2,049	35,165	48,121	95,760	62,290	100,647
0111165	9070	Training & Continuing Educ/Conf	-	6,003	34,736	17,287	28,000	28,000
TOTAL OTHER CHARGES			**$ 27,687**	**$ 63,717**	**$ 83,389**	**$ 114,784**	**$ 90,290**	**$ 128,647**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 20,937	$ 21,606	$ 23,424	$ 25,954	$ 24,923	$ 24,603
Buildings and Grounds	1,284	4,406	-	-	-	-
Electric Used	2,740	2,905	6,426	5,496	5,157	4,746
Information Technology	(1,320,842)	(1,495,877)	(1,737,769)	(1,727,792)	(1,798,022)	(1,831,050)
Other Indirect Charges	-	-	-	36,389	5,000	5,000
Printing and Reproduction	(44,301)	(95,623)	155	144	210	210
TOTAL INTER-DEPT. CHARGES	**$ (1,340,182)**	**$ (1,562,583)**	**$ (1,707,764)**	**$ (1,659,809)**	**$ (1,762,732)**	**$ (1,796,491)**

OPERATING EXPENSES - INFORMATION TECHNOLOGY DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Debt Service Fund

Summary:

DEBT SERVICE	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Cash Balance - January 1st	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**
Receipts						
Transfer from Other Funds	$ 222,347	$ 224,047	$ 246,711	$ 271,402	$ 271,152	$ 350,752
Total Receipts	**$ 222,347**	**$ 224,047**	**$ 246,711**	**$ 271,402**	**$ 271,152**	**$ 350,752**
Disbursements						
Interest on GOB Series 2011	$ 26,550	$ 23,250	$ 19,850	$ 16,350	$ 11,100	$ 5,700
Interest on Energy Conservation Loan	4,194	3,660	3,116	2,561	1,995	1,418
Interest on Fiber Lease	-	-	5,452	11,004	9,945	9,945
Interest on Bond Funding for General Fund Projects	-	-	-	-	-	75,000
Principal Payments						
GOB Series 2011	165,000	170,000	175,000	175,000	180,000	190,000
Energy Conservation Loan	26,603	27,137	27,681	28,236	28,802	29,379
Fiber Lease	-	-	15,612	38,251	39,310	39,310
Total Disbursements	**$ 222,347**	**$ 224,047**	**$ 246,711**	**$ 271,402**	**$ 271,152**	**$ 350,752**
Cash Balance - End of Period	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**	**$ 46,620**
Bonds Outstanding - December 31st						
GOB Series 2011	890,000	720,000	1,215,000	1,040,000	860,000	670,000
TOTAL DEBT SERVICE FUND	**$ 890,000**	**$ 720,000**	**$ 1,215,000**	**$ 1,040,000**	**$ 860,000**	**$ 670,000**

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Capital Projects Fund

Expenditures:

CAPITAL IMPROVEMENTS			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
3063006	9580	Consulting Fees	$ -	$ 6,176	$ -	$ -	$ -	$ -
3063006	9620	Land & Land Improvement	290,878	105,790	9,410	81,668	260,000	513,000
3063006	9621	Buildings & Structures	146,337	71,219	28,982	107	-	-
3063006	9622	Machinery & Equipment	327,705	467,565	-	18,607	202,858	365,884
3063006	9623	Autos & Trucks	-	121,744	42,560	-	-	285,700
3063006	9720	CIP - Storm Sewers Material	98,238	-	-	-	-	-
3063006	9760	CIP - Streets Material	-	410,686	-	350,496	878,329	478,850
3063006	9820	CIP - Storm Sewers Labor	-	-	-	-	-	16,053
3063006	9860	CIP - Lines & Streets Labor	-	-	-	11,235	-	-
TOTAL CAPITAL IMPROVEMENTS			**$ 863,158**	**$ 1,183,180**	**$ 80,952**	**$ 462,113**	**$ 1,341,187**	**$ 1,659,487**

EQUIPMENT REPLACEMENT			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
3063026	9622	Machinery & Equipment	$ -	$ 38,288	$ -	$ -	$ 115,224	$ 62,180
3063026	9623	Autos & Trucks	679,219	1,614,500	-	-	-	161,250
TOTAL EQUIPMENT REPLACEMENT			**$ 679,219**	**$ 1,652,788**	**$ -**	**$ -**	**$ 115,224**	**$ 223,430**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Capital Projects Fund

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	OTHER FINANCING
PUBLIC WORKS DEPARTMENT						
H2001 Annual Street Program	$ 191,692	$ 100,155	$ -	$ 570,743	$ 325,252	$ 150,000
H2002 ADA Accessibility Transition Plan	3,211	-	-	25,000	131,395	-
(CDBG provides the $25,000 grant)						
H1503 Transportation Plan Implementation	300,000	-	-	-	-	-
TOTAL	**$ 494,903**	**$ 100,155**	**$ -**	**$ 595,743**	**$ 456,647**	**$ 150,000**
POLICE DEPARTMENT						
C2001 Police Firearms Range	$ 250,000	$ -	$ -	$ -	$ -	$ -
C2004 Vehicle Radios	-	-	33,570	-	-	-
C2005 Building Camera Project	-	23,400	-	-	-	-
C1902 Mobile Video Recording Refresh	50,116	-	-	-	-	-
C1904 Body Worn Camera Project	68,268	-	-	-	-	-
C1601 Taser X26P Replacement	-	-	21,408	-	-	-
C1401 Ballistic Vests	-	-	7,202	-	-	-
CEQSF Equipment Replacement Program	31,848	-	120,152	-	-	-
TOTAL	**$ 400,232**	**$ 23,400**	**$ 182,332**	**$ -**	**$ -**	**$ -**
PARKS & RECREATION DEPARTMENT						
K2004 Facilities Accessibilty (ADA Compliance)	$ 45,000	$ -	$ -	$ -	$ -	$ -
K2005 Track loader/Skid Steerer	36,000	-	-	-	-	-
I1703 Recreation Management Software	-	88,500	-	-	-	-
K1704 Lumbrook Park Pavilion	45,000	-	-	-	-	-
K1705 Preston's Playground Utility Lines	-	-	-	50,000	-	-
K1601 Bicycle/Pedestrian Bridge-Curtis Mill/Kershaw	387,000	-	-	1,260,000	-	310,000
K1301 Hard Surface Facility Improvements	-	-	-	-	191,300	-
K0908 Children's Play Equipment	-	60,154	-	-	-	-
KEQSF Equipment Replacement Program	-	15,050	24,950	-	-	-
TOTAL	**$ 513,000**	**$ 163,704**	**$ 24,950**	**$ 1,310,000**	**$ 191,300**	**$ 310,000**

(Continued on the following page)

Capital Projects Fund

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	OTHER FINANCING
INFORMATION TECHNOLOGY DIVISION						
I1801 Citywide Fiber (Phase II)	$ 140,000	$ -	$ -	$ -	$ -	$ -
I1804 Harris Automation Platform	75,000	-	-	-	-	-
I1603 Surveillance Camera Refresh	32,500	-	-	-	-	-
TOTAL	**$ 247,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
OTHER DEPARTMENTS						
BEQSF Equipment Replacement Program	$ 3,852	$ -	$ 16,148	$ -	$ -	$ -
TOTAL	**$ 3,852**	**$ -**	**$ 16,148**	**$ -**	**$ -**	**$ -**
TOTAL CDBG/CAPITAL PROJECTS FUNDS	**$ 1,659,487**	**$ 287,259**	**$ 223,430**	**$ 1,905,743**	**$ 647,947**	**$ 460,000**

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CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Community Development Fund - Planning and Development Department - Community Development Block Grant

Expenditures:

COMMUNITY DEVELOPMENT BLOCK GRANT - SUMMARY			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
1191192	6020	Supervisory	$ -	$ -	$ 121	$ 250	$ -	$ -
1191192	6030	Engineering/Technical	16,016	14,066	20,987	27,173	27,034	27,600
1191192	6040	Accounting	-	-	110	321	-	-
1191192	6580	Service Award	-	-	-	-	752	-
1191192	6590	Sick Pay	-	-	-	-	624	-
1191192	6610	Seasonal	5,601	4,492	3,724	2,046	-	-
1191192	6920	Unemployment Comp. Ins.	-	-	-	138	105	105
1191192	6930	Social Security Taxes	1,643	1,395	1,855	2,225	2,131	2,156
1191192	6941	Defined Contribution 401(a) Plan	1,045	1,060	701	14	-	-
1191192	6950	Term Life Insurance	252	40	146	125	131	132
1191192	6960	Group Hospitalization Ins.	6,779	9,464	8,830	8,534	8,888	9,243
1191192	6961	Long-Term Disability Ins.	104	(3)	89	47	49	63
1191192	6962	Dental Insurance	756	27	550	529	534	571
1191192	6963	Admin Fee - Flexible Spending Account	-	-	-	-	25	-
1191192	6964	Health Savings Account	-	-	-	-	598	599
1191192	6966	Retirement Health Savings Account	378	387	235	3	-	-
1191192	6967	Reimbursement - Emergency Room	-	-	-	-	58	58
1191192	6968	Vision Insurance Premiums	-	(34)	24	21	25	27
1191193	7550	Miscellaneous Supplies	313	680	1,213	461	4,400	4,400
1191194	8500	Parks Maintenance	-	-	-	-	15,900	15,900
1191194	8550	Misc. Contracted Services	-	-	-	2,802	-	-
1191194	8810	CDBG - Housing	168,454	120,183	105,330	145,546	157,294	157,294
1191194	8811	CDBG - Social Services	37,355	51,284	9,031	31,835	30,000	30,000
1191194	8812	CDBG - Economic Development	-	1,950	-	-	-	-
1191195	9020	Mileage & Business Expense	55	(55)	-	-	-	-
1191195	9070	Training	-	-	25	-	-	-
TOTAL COMMUNITY DEVELOPMENT			**$ 238,751**	**$ 204,936**	**$ 152,971**	**$ 222,070**	**$ 248,548**	**$ 248,148**

PLANNING AND DEVELOPMENT DEPARTMENT
WAGE AND SALARY BUDGET - 2020
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Planner II *	CWA F/T	14	0.0	$ 27,034	0.0	$ 27,600	0.0	$ 566	2.1%
Total Full-Time Positions			0.0	**$ 27,034**	0.0	**$ 27,600**	0.0	**$ 566**	**2.1%**
OTHER									
Service Award				$ 752		$ -		$ (752)	-100.0%
Sick Pay				$ 624		$ -		$ (624)	-100.0%
Total Other				**$ 1,376**		**$ -**		**$ (1,376)**	**-100.0%**
Total All			**0.0**	**$ 28,410**	**0.0**	**$ 27,600**	**0.0**	**$ (810)**	**-2.9%**

* Please be advised that the Planner II position is partially funded through Capital in 2019 and 2020.

Community Development Fund - Planning and Development Department - Community Development Block Grant

Programs:

ESTIMATED ACTIVITY ALLOCATION (45TH PROGRAM YEAR)	44TH YEAR 7/1/18-6/30/19	45TH YEAR 7/1/19-6/30/20
Home Improvement Program	$ 70,000	$ 71,600
Home Buyer Incentive Program	10,000	5,000
Newark Day Nursery (NDN) Day Care	22,800	29,700
Senior Home Repair and Weatherization Program	40,000	40,000
Parks and Recreation Fee Assistance	1,500	500
Youth Beautification Corps Program (YBC)	4,600	4,700
Program Administration	40,000	40,000
Public Works ADA Ramps	25,000	25,000
Dickey Park Programming	6,400	5,600
Dickey Park Playground Improvements	3,550	17,900
George Wilson Center Fence	8,000	-
NHA Property Acquisition	15,536	30,000
TOTAL	**$ 247,386**	**$ 270,000**

Law Enforcement Fund - Police Department - Law Enforcement Grants

Expenditures:

LAW ENFORCEMENT GRANTS			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
1221202	6619	Standby	$ -	$ 423	$ -	$ -	$ -	$ -
1221202	6620	Overtime	87,512	96,277	123,798	105,970	131,000	132,638
1221202	6621	Shift Differential	1,684	2,121	2,557	371	-	-
1221202	6629	Reimbursable Overtime	-	-	216	-	-	-
1221202	6920	Unemployment Comp. Ins.	-	-	-	-	-	264
1221202	6930	Social Security Taxes	6,548	7,392	7,022	5,466	9,828	10,147
1221202	6966	Retirement Health Savings Account	14	126	268	262	-	-
1221203	7130	Small Equipment	79,876	99,401	39,711	95,866	97,000	140,787
1221203	7140	Uniforms	423	7,525	-	-	-	-
1221203	7150	Office Supplies	-	1,780	-	26	-	-
1221203	7550	Miscellaneous Supplies	14,199	7,887	25,006	1,182	-	-
1221204	8050	Phone/Communications	11	-	-	-	-	-
1221204	8130	Building & Equipment Rental	23,625	22,500	-	-	-	-
1221204	8301	Computer System Maintenance	-	-	23,000	-	-	-
1221204	8480	Communication Equip. Maint.	13,013	11,931	12,066	12,218	-	-
1221204	8550	Misc. Contracted Services	65,348	23,534	38,225	24,921	-	21,450
1221205	9020	Mileage & Business Expenses	-	415	-	-	-	-
1221205	9040	Dues/Conferences Expenses	23,568	9,848	-	-	5,000	-
1221205	9070	Training & Continuing Educ/Conf	2,365	4,084	12,490	42,625	-	30,000
1221205	9090	Overtime - Special Programs	-	-	-	183	-	-
TOTAL LAW ENFORCEMENT GRANTS			**$ 318,186**	**$ 295,244**	**$ 284,359**	**$ 289,090**	**$ 242,828**	**$ 335,286**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Law Enforcement Fund - Police Department - Federally Forfeited Property

Expenditures:

FEDERAL FORFEITED PROPERTY			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
1221294	8550	Miscellaneous Contracted Svc	$ 2,280	$ 2,280	$ -	$ -	$ -	$ -
1221295	9070	Training	-	-	39,505	-	-	-
TOTAL FEDERAL FORFEITED PROPERTY			**$ 2,280**	**$ 2,280**	**$ 39,505**	**$ -**	**$ -**	**$ -**

Law Enforcement Fund - Police Department - Law Enforcement Grants

Programs:

CURRENT LAW ENFORCEMENT GRANT PROGRAMS	PROJECTED AMOUNT AVAILABLE
EIDE	$ 10,000
V.C.F. Grant	108,500
SALLE	16,500
DEA Task Force (OT)	36,688
Byrne (CJC)	13,950
Byrne (Fed)	18,000
OHS Occupant Protection	8,225
OHS Impaired Driving	23,000
OHS Distracted Driving	5,675
OHS Ped Safety	15,450
Federal Forfeiture	5,000
Motorcycle Enforcement	2,375
SRO Funding	79,900
911 Funds	66,287
Graffiti Restitution	2,000
TOTAL	**$ 411,550**

* Based on projected grant balance at 12/31/2019 and/or grant award amount for 2020

Special Parks Fund - Parks and Recreation Department

Expenditures:

PARKS SPECIAL REVENUE ACCOUNTS			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
FRIENDS OF SAFETY TOWN (1141)								
1351302	6690	Self-Supporting Programs	$ -	$ -	$ 619	$ 639	$ 1,300	$ 1,300
1351302	6920	Unemployment Comp. Ins.	-	-	-	-	-	21
1351302	6930	Social Security Taxes	-	-	47	49	100	100
1351303	7690	Self-Supporting Programs Supplies	615	45	379	393	2,500	2,500
1351304	8690	Self-Supporting Programs Cont. Svc	1,971	145	-	165	500	500
COMMUNITY DONATIONS FOR PARKS (1142)								
1351303	7500	Parks Maintenance	-	4,122	1,685	2,314	25,000	10,000
1351304	8070	Subvention	-	3,090	-	-	-	-
1351304	8500	Parks Maintenance	-	2,063	16,472	5,711	5,000	5,000
BEAUTIFICATION (1143)								
1351303	7501	Island Beautification	8,809	8,707	6,590	8,844	13,775	13,775
1351304	8130	Building & Equipment Rental	-	-	-	-	1,200	1,200
CASH IN LIEU OF PARKLAND (1144)								
1351304	8500	Parks Maintenance	-	6,000	29,086	-	-	-
COMMUNITY DONATIONS FOR RECREATION (1145)								
1351305	9070	Training & Continuing Educ/Conf	660	133	-	-	-	-
COMMUNITY GARDEN (1150)								
1351303	7550	Miscellaneous Supplies	3,728	631	357	289	700	700
MEMORIAL DAY (1151)								
1351303	7072	Memorial Day Supplies	-	17	-	-	-	-
TOTAL PARKS SPECIAL REVENUE ACCOUNTS			**$ 15,783**	**$ 24,953**	**$ 55,235**	**$ 18,404**	**$ 50,075**	**$ 35,096**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

General Fund - Administrative Department - Downtown Newark Partnership

Revenue:

*Please note that this data is shown for historical reference purposes only.

DOWNTOWN NEWARK PARTNERSHIP FUND			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
140	4212	DNP Fees	$ 6,727	$ 6,346	$ 5,731	$ 5,658	$ -	$ -
140	4430	DNP Donations	1,050	-	583	-	-	-
140	4434	Raffle Proceeds	-	-	1,919	150	-	-
140	4451	Other Special Events	22,472	42,927	27,977	12,320	-	-
140	4811	UD Subvention	24,000	24,000	24,000	24,000	-	-
TOTAL DOWNTOWN NEWARK PARTNERSHIP SPECIAL REVENUE ACCOUNTS			**$ 54,249**	**$ 73,273**	**$ 60,210**	**$ 42,128**	**$ -**	**$ -**

Expenditures:

DOWNTOWN NEWARK PARTNERSHIP FUND			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
MATERIALS AND SUPPLIES								
1491403	7130	Small Tools and Equipment	$ 180	$ -	$ -	$ -	$ -	$ -
1491403	7670	Downtown Newark Partnership Supplies	4,737	701	7,745	6,348	-	-
1491403	7671	Mural and New Art Supplies	-	-	80	-	-	-
1491403	7672	Design Project Supplies	-	-	234	-	-	-
1491403	7694	Other Special Events Supplies	9,429	12,926	4,124	5,618	-	-
CONTRACTUAL SERVICES								
1491404	8020	Advertising	25,454	13,967	8,638	3,217	-	-
1491404	8040	Merchant Fees and Discounts	-	-	12	-	-	-
1491404	8550	Misc. Contracted Svc.	19,164	2,571	466	-	-	-
1491404	8670	Downtown Newark Partnership Cont'l	5,454	4,866	768	1,273	-	-
1491404	8694	Other Special Events Contractual	18,830	11,060	19,895	12,443	-	-
OTHER CHARGES								
1491405	9040	Dues & Professional Organizations	1,281	1,458	-	-	-	-
1491405	9070	Training & Continuing Educ/Conf	-	-	(68)	595	-	-
1491405	9082	Gift Card Program	9,799	3,730	4,090	2,356	-	-
TOTAL DOWNTOWN NEWARK PARTNERSHIP SPECIAL REVENUE ACCOUNTS			**$ 94,328**	**$ 51,279**	**$ 45,984**	**$ 31,850**	**$ -**	**$ -**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Transportation Fund - Planning and Development Department - Unicity Special Revenue

Revenue:

TRANSPORTATION FUND - SUMMARY			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
150	4331	Unicity Grant Revenue	$ -	$ -	$ 143,380	$ 143,380	$ 143,380	$ 143,380
15T	4999	Transfer from General Fund	-	-	100,000	102,531	120,784	136,889
TOTAL UNICITY TRANSPORTATION FUND SPECIAL REVENUE ACCOUNTS			**$ -**	**$ -**	**$ 243,380**	**$ 245,911**	**$ 264,164**	**$ 280,269**

Expenditures:

TRANSPORTATION FUND - SUMMARY			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
MATERIALS AND SUPPLIES								
1591503	7070	Fuel and Oil	$ -	$ -	$ 13,785	$ 16,777	$ 15,000	$ 15,000
CONTRACTUAL SERVICES								
1591504	8030	Casualty Insurance	-	-	-	614	780	900
1591504	8032	Insurance - Auto	-	-	-	3,298	3,260	3,166
1591504	8312	Repairs and Maintenance	-	-	54,195	47,891	61,400	61,947
1591504	8800	Unicity Bus Operators	-	-	172,238	177,331	143,380	180,000
OTHER CHARGES								
1591505	9060	Depreciation Expense	-	-	41,993	40,973	40,269	19,256
TOTAL UNICITY TRANSPORTATION FUND SPECIAL REVENUE ACCOUNTS			**$ -**	**$ -**	**$ 282,211**	**$ 286,884**	**$ 264,089**	**$ 280,269**

*Previous to 2017, the Unicity program was budgeted and accounted for in the Planning and Development Department on line item number 0111114.8800.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Transportation Fund - Planning and Development Department - Unicity Special Revenue

Expenditures:

CAPITAL PROJECTS BUDGET	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
1591506 9623 CIP - Autos and Trucks	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL CAPITAL PROJECTS BUDGET	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
*N/A	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL UNICITY SPECIAL REVENUE	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

*Please note, there are no Unicity Special Revenue projects with 2020 capital spending budgeted.

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Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Summary:

FLEET MAINTENANCE DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ 439,417	$ 474,992	$ 440,560	$ 485,615	$ 488,539	$ 518,453
Materials and Supplies	635,069	542,195	592,886	655,746	606,000	586,150
Contractual Services	164,634	159,828	184,774	198,883	259,099	277,695
Other Charges	17,817	18,049	16,512	29,370	43,491	31,317
Subtotal	$ 1,256,937	$ 1,195,064	$ 1,234,732	$ 1,369,614	$ 1,397,129	$ 1,413,615
Inter-Dept. Charges	(1,256,937)	(1,195,064)	53,335	68,899	59,372	57,504
Total Operating Expenses	**$ -**	**$ -**	**$ 1,288,067**	**$ 1,438,513**	**$ 1,456,501**	**$ 1,471,119**

PUBLIC WORKS AND WATER RESOURCES DEPARTMENT
WAGE AND SALARY BUDGET - 2020
FLEET MAINTENANCE DIVISION

Title	Union Affiliation	Grade	2019 # of Positions		2019 Approved	2020 # of Positions		2020 Requested	Position Difference		$ Difference	% Change
FULL-TIME POSITIONS												
Senior Mechanic II	AFSCME LOCAL 3919 F/T	15	1.0	$	77,290	1.0	$	78,818	0.0	$	1,528	2.0%
Senior Mechanic	AFSCME LOCAL 3919 F/T	13	1.0	$	71,201	1.0	$	72,605	0.0	$	1,404	2.0%
Mechanic II	AFSCME LOCAL 3919 F/T	11	2.0	$	130,885	2.0	$	136,412	0.0	$	5,527	4.2%
Total Full-Time Positions			4.0	**$**	**279,376**	4.0	**$**	**287,835**	0.0	**$**	**8,459**	**3.0%**
OTHER												
Service Award				$	5,831		$	6,309		$	478	8.2%
Sick Pay				$	4,844		$	5,279		$	435	9.0%
Overtime				$	32,000		$	28,000		$	(4,000)	-12.5%
Uniform Allowance				$	2,400		$	2,400		$	-	0.0%
Tool Allowance				$	1,400		$	1,400		$	-	0.0%
Device Reimbursements				$	950		$	1,500		$	550	57.9%
Total Other				**$**	**47,425**		**$**	**44,888**		**$**	**(2,537)**	**-5.3%**
Total All			**4.0**	**$**	**326,801**	**4.0**	**$**	**332,723**	**0.0**	**$**	**5,922**	**1.8%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Expenditures:

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006002	6250	Mechanics	$ 253,320	$ 254,621	$ 258,579	$ 268,173	$ 279,376	$ 287,835
6006002	6580	Service Award	6,432	6,460	4,887	5,356	5,831	6,309
6006002	6590	Sick Pay	3,563	4,915	4,334	4,308	4,844	5,279
6006002	6620	Overtime	26,269	30,509	16,222	9,486	32,000	28,000
6006002	6880	Uniform Allowance	1,200	1,175	2,400	2,400	2,400	2,400
6006002	6881	Tool Allowance	748	1,080	1,650	1,400	1,400	1,400
6006002	6885	Device Reimbursement	-	-	-	1,500	950	1,500
6006002	6920	Unemployment Comp. Ins.	1,684	1,813	1,342	1,124	1,056	1,342
6006002	6930	Social Security Taxes	22,245	22,405	22,058	22,273	24,799	25,358
6006002	6940	City Pension Plan	56,976	87,744	57,017	99,393	66,410	82,401
6006002	6941	Defined Contribution 401(a) Plan	-	1,216	3,996	4,300	4,764	5,078
6006002	6950	Term Life Insurance	1,167	1,130	1,187	1,286	1,339	1,369
6006002	6960	Group Hospitalization Ins.	41,142	37,557	39,289	40,326	42,129	44,916
6006002	6961	Long-Term Disability Ins.	444	432	448	486	510	665
6006002	6962	Dental Insurance	2,307	2,000	2,450	2,316	2,338	2,502
6006002	6964	Health Savings Account	1,500	1,500	1,500	1,500	1,500	1,500
6006002	6965	Post-Employment Benefits	20,310	19,843	21,691	18,456	14,760	18,435
6006002	6966	Retirement Health Savings Acct	-	464	1,358	1,380	1,400	1,421
6006002	6967	Emergency Room Reimbursements	-	-	-	-	580	580
6006002	6968	Vision Insurance Premiums	110	128	152	152	153	163
TOTAL PERSONNEL SERVICES			**$ 439,417**	**$ 474,992**	**$ 440,560**	**$ 485,615**	**$ 488,539**	**$ 518,453**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Expenditures:

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006003	7020	Heating Fuel	$ 5,952	$ 4,457	$ 858	$ -	$ -	$ -
6006003	7060	Tire & Tire Repair Expense	69,464	71,485	69,351	87,445	65,000	65,000
6006003	7070	Gasoline, Oil, Coolant, Etc.	318,914	257,327	319,010	352,846	355,000	335,000
6006003	7110	Safety Shoes & Supplies	1,365	826	1,377	1,296	1,200	1,200
6006003	7130	Tools, Field Sup., & Small Eq.	5,789	5,222	7,029	6,869	7,500	7,500
6006003	7150	Office Supplies	3	35	152	440	300	450
6006003	7230	Janitorial Supplies	269	-	-	-	-	-
6006003	7250	Buildings and Grounds Maint.	227	842	521	-	-	-
6006003	7300	Machinery & Equip. Maintenance	489	6,299	-	3,460	2,000	2,000
6006003	7310	Vehicle Maintenance	232,597	195,702	194,588	203,390	175,000	175,000
6006003	7550	Miscellaneous Supplies	-	-	-	-	-	-
TOTAL MATERIALS & SUPPLIES			**$ 635,069**	**$ 542,195**	**$ 592,886**	**$ 655,746**	**$ 606,000**	**$ 586,150**

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006004	8030	Casualty Insurance	$ 56,620	$ 63,504	$ 6,173	$ 6,049	$ 8,000	$ 8,100
6006004	8031	Insurance - Property	-	-	32,065	50,670	46,960	48,070
6006004	8032	Insurance - Auto	-	-	1,713	3,922	3,260	4,221
6006004	8033	Insurance - Broker	-	-	3,663	5,191	5,420	5,440
6006004	8035	Insurance - Worker's Compensation	-	-	-	-	4,341	14,450
6006004	8050	Phone/Communications	176	146	1,476	158	1,150	180
6006004	8131	Information Technology Cont'l	3,950	4,653	8,160	5,824	7,142	8,242
6006004	8250	Buildings and Grounds Maint.	630	252	-	-	-	-
6006004	8300	Machinery & Equip. Maintenance	938	-	-	242	1,000	1,000
6006004	8310	Vehicle Maintenance	96,933	87,307	82,515	117,632	100,000	100,000
6006004	8311	Vehicle Accidents	4,636	3,945	2,444	9,082	4,500	4,500
6006004	8312	Fleet & Facilities Services	-	-	46,250	-	77,326	83,492
6006004	8550	Misc. Contracted Services	15	21	315	113	-	-
6006004	8870	Railroad Station Maintenance (1)	736	-	-	-	-	-
TOTAL CONTRACTUAL SERVICES			**$ 164,634**	**$ 159,828**	**$ 184,774**	**$ 198,883**	**$ 259,099**	**$ 277,695**

(1) Reclassified to Facilities Maintenance

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Expenditures:

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006005	9020	Mileage & Small Bus. Expense	$ -	$ -	$ -	$ 11	$ 200	$ 200
6006005	9060	Depreciation Expense	16,658	15,822	14,661	28,156	40,791	28,617
6006005	9070	Training & Continuing Educ/Conf	1,159	1,521	1,851	1,203	2,500	2,500
6006005	9099	Contingencies	-	706	-	-	-	-
TOTAL OTHER CHARGES			**$ 17,817**	**$ 18,049**	**$ 16,512**	**$ 29,370**	**$ 43,491**	**$ 31,317**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ 16,801	$ 17,404	$ 13,447	$ 15,687	$ 15,052	$ 14,712
Buildings and Grounds	20,800	9,148	-	-	-	-
Electricity	8,226	12,518	9,110	12,640	8,758	8,058
Information Technology	9,218	13,786	21,663	21,426	23,589	22,761
Other Indirect Charges	(24,188)	(11,859)	9,115	19,146	11,973	11,973
Vehicles and Equipment	(1,287,794)	(1,236,061)	-	-	-	-
TOTAL INTER-DEPT. CHARGES	**$ (1,256,937)**	**$ (1,195,064)**	**$ 53,335**	**$ 68,899**	**$ 59,372**	**$ 57,504**

OPERATING EXPENSES - FLEET MAINTENANCE DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ (1,092,076)**	**$ (1,034,394)**	**$ 1,288,067**	**$ 1,438,513**	**$ 1,456,501**	**$ 1,471,119**

Maintenance Fund - Public Works and Water Resources Department - Fleet Maintenance Division

Expenditures:

CAPITAL PROJECTS BUDGET			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006006	9621	Buildings & Structures	$ 18,773	$ -	$ 21,710	$ 83,728	$ -	$ -
6006006	9622	Machinery & Equipment	62,451	-	-	-	-	-
TOTAL CAPITAL PROJECTS BUDGET			**$ 81,224**	**$ -**	**$ 21,710**	**$ -**	**$ -**	**$ -**

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
*N/A	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL FLEET MAINTENANCE FUND	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

*Please note, there are no Fleet Maintenance Division projects with 2020 capital spending budgeted.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Maintenance Fund - Administrative Department - Facilities Maintenance Division

Summary:

FACILITIES MAINTENANCE DIVISION - SUMMARY	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
OPERATING EXPENSES						
Personnel Services	$ -	$ -	$ 212,237	$ 281,513	$ 310,227	$ 323,021
Materials and Supplies	-	-	69,826	95,096	104,800	104,500
Contractual Services	-	-	138,086	145,748	172,782	183,040
Other Charges	-	-	624	112,931	150,725	174,287
Subtotal	$ -	$ -	$ 420,773	$ 635,288	$ 738,534	$ 784,848
Inter-Dept. Charges	-	-	44,617	40,996	43,090	41,789
Total Operating Expenses	**$ -**	**$ -**	**$ 465,390**	**$ 676,284**	**$ 781,624**	**$ 826,637**

ADMINISTRATIVE DEPARTMENT
WAGE AND SALARY BUDGET - 2020
FACILITIES MAINTENANCE DIVISION

Title	Union Affiliation	Grade	2019 # of Positions	2019 Approved	2020 # of Positions	2020 Requested	Position Difference	$ Difference	% Change
FULL-TIME POSITIONS									
Facilities Maintenance Supervisor	CWA F/T	15	1.0	$ 62,554	1.0	$ 66,357	0.0	$ 3,803	6.1%
Total Full-Time Positions			1.0	**$ 62,554**	1.0	**$ 66,357**	0.0	**$ 3,803**	**6.1%**
PART-TIME FUNDING									
Lead Facilities Maintenance Laborer	AFSCME LOCAL 1670 P/T			$ 16,740		$ 17,410		$ 670	4.0%
Facilities Maintenance Laborer	AFSCME LOCAL 1670 P/T			$ 96,814		$ 100,686		$ 3,872	4.0%
Facilities Carpenter P/T	AFSCME LOCAL 1670 P/T			$ 78,892		$ 82,048		$ 3,156	4.0%
Total Part-Time Funding				**$ 192,446**		**$ 200,144**		**$ 7,698**	**4.0%**
OTHER									
Overtime				$ 5,000		$ 3,100		$ (1,900)	-38.0%
Uniform Allowance				$ 240		$ 240		$ -	0.0%
Device Reimbursements				$ 2,700		$ 3,000		$ 300	11.1%
Total Other				**$ 7,940**		**$ 6,340**		**$ (1,600)**	**-20.2%**
Total All			**1.0**	**$ 262,940**	**1.0**	**$ 272,841**	**0.0**	**$ 9,901**	**3.8%**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Maintenance Fund - Administrative Department - Facilities Maintenance Division

PERSONNEL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006012	6230	Maintenance Workers	$ -	$ -	$ 171,430	$ 232,711	$ 255,000	$ 266,501
6006012	6620	Overtime	-	-	2,914	2,953	5,000	3,100
6006012	6880	Uniform Allowance	-	-	165	240	240	240
6006012	6885	Device Reimbursement	-	-	-	3,100	2,700	3,000
6006012	6920	Unemployment Comp. Ins.	-	-	2,595	2,852	2,901	3,217
6006012	6930	Social Security Taxes	-	-	14,013	17,373	20,981	21,665
6006012	6941	Defined Contribution 401(a) Plan	-	-	3,665	3,990	4,222	4,479
6006012	6950	Term Life Insurance	-	-	267	287	302	321
6006012	6960	Group Hospitalization Ins.	-	-	14,774	15,567	16,258	17,748
6006012	6961	Long-Term Disability Ins.	-	-	101	108	114	154
6006012	6962	Dental Insurance	-	-	944	892	901	963
6006012	6966	Retirement Health Savings Acct	-	-	1,307	1,378	1,400	1,421
6006012	6967	Emergency Room Reimbursements	-	-	-	-	145	145
6006012	6968	Vision Insurance Premiums	-	-	62	62	63	67
TOTAL PERSONNEL SERVICES			**$ -**	**$ -**	**$ 212,237**	**$ 281,513**	**$ 310,227**	**$ 323,021**

In 2017, the Facilities Maintenance Supervisor, the team of Maintenance Workers, and related Supplies and Contractual budgets are assigned to the Facilities Maintenance Division, a portion of the Maintenance Internal Service Fund.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Maintenance Fund - Administrative Department - Facilities Maintenance Division

MATERIALS AND SUPPLIES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006013	7020	Heating Fuel	$ -	$ -	$ 7,773	$ 9,313	$ 13,500	$ 10,000
6006013	7110	Safety Shoes & Supplies	-	-	2,746	3,872	3,500	3,500
6006013	7130	Tools, Field Sup., & Small Eq.	-	-	1,762	8,851	5,000	8,000
6006013	7150	Office Supplies	-	-	2,804	433	500	500
6006013	7230	Janitorial Supplies	-	-	19,242	20,943	23,000	21,500
6006013	7250	Buildings and Grounds Maint.	-	-	35,499	51,684	59,300	61,000
TOTAL MATERIALS & SUPPLIES			**$ -**	**$ -**	**$ 69,826**	**$ 95,096**	**$ 104,800**	**$ 104,500**

In 2017, the Facilities Maintenance Supervisor, the team of Maintenance Workers, and related Supplies and Contractual budgets are assigned to the Facilities Maintenance Division, a portion of the Maintenance Internal Service Fund.

CONTRACTUAL SERVICES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006014	8032	Insurance - Auto	$ -	$ -	$ -	$ -	$ -	$ 2,110
6006014	8035	Insurance - Worker's Compensation	-	-	-	-	3,544	11,900
6006014	8050	Phone/Communications	-	-	3,820	1,743	840	1,800
6006014	8131	Information Technology Cont'l	-	-	-	2,178	7,683	11,725
6006014	8230	Janitorial Service	-	-	11,329	-	-	-
6006014	8250	Buildings and Grounds Maint.	-	-	117,170	136,612	155,265	150,000
6006014	8312	Fleet & Facilities Services	-	-	4,816	5,215	5,450	5,505
6006014	8550	Misc. Contracted Services	-	-	951	-	-	-
TOTAL CONTRACTUAL SERVICES			**$ -**	**$ -**	**$ 138,086**	**$ 145,748**	**$ 172,782**	**$ 183,040**

In 2017, the Facilities Maintenance Supervisor, the team of Maintenance Workers, and related Supplies and Contractual budgets are assigned to the Facilities Maintenance Division, a portion of the Maintenance Internal Service Fund.

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Maintenance Fund - Administrative Department - Facilities Maintenance Division

OTHER CHARGES			2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006015	9060	Depreciation Expense	$ -	$ -	$ -	$ 9,562	$ 6,000	$ 9,562
6006015	9070	Training & Continuing Educ/Conf	-	-	624	383	725	725
6006015	9083	Stormwater Fees	-	-	-	102,986	144,000	164,000
TOTAL OTHER CHARGES			**$ -**	**$ -**	**$ 624**	**$ 112,931**	**$ 150,725**	**$ 174,287**

INTER-DEPT. CHARGES	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
Billings and Accounting	$ -	$ -	$ 9,825	$ 11,860	$ 11,395	$ 11,303
Electricity	-	-	2,300	2,354	2,208	2,033
Information Technology	-	-	32,492	26,782	29,487	28,453
TOTAL INTER-DEPT. CHARGES	**$ -**	**$ -**	**$ 44,617**	**$ 40,996**	**$ 43,090**	**$ 41,789**

OPERATING EXPENSES - FACILITIES MAINTENANCE DIVISION	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
TOTAL OPERATING EXPENSES	**$ -**	**$ -**	**$ 465,390**	**$ 676,284**	**$ 781,624**	**$ 826,637**

CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Maintenance Fund - Administrative Department - Facilities Maintenance Division

Expenditures:

CAPITAL PROJECTS BUDGET	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL	2019 BUDGET AS AMENDED	2020 BUDGET
6006016 9621 Buildings & Structures	$ -	$ -	$ -	$ 51,212	$ 171,000	$ 3,000
TOTAL CAPITAL PROJECTS BUDGET	**$ -**	**$ -**	**$ -**	**$ 51,212**	**$ 171,000**	**$ 3,000**

CAPITAL PROJECT NUMBER AND DESCRIPTION	CURRENT RESOURCES	CAPITAL RESERVES	EQUIPMENT REPLACEMENT	GRANT RESOURCES	BOND ISSUES	STATE REVOLVING LOANS	OTHER FINANCING
N2001 City Hall - Electric Vehicle Charging Station Wiring	$ -	$ -	$ -	$ 15,000	$ -	$ -	$ 35,000
N2002 City Hall - Carpet Upgrades	3,000	-	-	-	-	-	-
N1901 City Hall - HVAC System Upgrades	-	-	-	-	-	-	950,000
N1801 NPD - Rear Concrete Deck and Stairs	-	-	-	-	120,000	-	-
N1603 GWC - HVAC System Upgrades	-	-	-	-	-	-	105,000
TOTAL FACILITIES MAINTENANCE DIVISION	**$ 3,000**	**$ -**	**$ -**	**$ 15,000**	**$ 120,000**	**$ -**	**$ 1,090,000**

Insurance Fund - Self-Insurance

Expenditures:

SELF-INSURANCE				2015 ACTUAL		2016 ACTUAL		2017 ACTUAL		2018 ACTUAL		2019 BUDGET AS AMENDED		2020 BUDGET
6116103	7110	Safety	$	-	$	1,593	$	-	$	-	$	-	$	-
6116104	8162	Legal/Consulting Service		-		-		-		10,000		10,000		10,000
6116104	8891	Claims - Medical		61,870		137,483		79,110		95,000		95,000		95,000
6116104	8892	Claims - Property		-		-		500		-		-		-
6116104	8894	Claims - Liability		96,560		59,810		13,568		70,000		70,000		70,000
6116104	8895	Claims - Permanent Impairment		16,335		29,109		389,341		35,000		55,000		55,000
TOTAL SELF-INSURANCE			**$**	**174,765**	**$**	**227,995**	**$**	**482,519**	**$**	**210,000**	**$**	**230,000**	**$**	**230,000**

Other Post-Employment Benefits Fund

Expenditures:

POST-EMPLOYMENT BENEFITS				2015 ACTUAL		2016 ACTUAL		2017 ACTUAL		2018 ACTUAL		2019 BUDGET AS AMENDED		2020 BUDGET
7307300	6991	Retiree Health Insurance	$	244,269	$	375,580	$	481,621	$	511,849	$	471,000	$	552,800
7307300	6992	Retiree/Spouse Health Insurance		122,370		94,335		118,820		100,787		100,000		105,000
7307300	6993	Spouse Only Health Insurance		12,783		-		-		-		-		-
7307300	6994	Retiree Dental Insurance		30,181		36,429		-		-		40,000		-
7307300	6995	Retiree Life Insurance		1,294		1,316		1,411		1,428		8,500		1,500
7307300	6996	Retiree Vision Insurance		1,323		2,023		-		-		2,500		-
7307300	8930	OPEB Administrative Expense		(501)		2,192		20,933		29,633		3,000		3,000
TOTAL POST-EMPLOYMENT BENEFITS			**$**	**411,719**	**$**	**511,875**	**$**	**622,785**	**$**	**643,697**	**$**	**625,000**	**$**	**662,300**

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CITY OF NEWARK, DELAWARE
2020 OPERATING BUDGET

Document Version Control

Date:	Description of Change(s):
N/A	*If needed, this sheet will be updated with any changes that are made to 2020 General Operating Budget document.